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ANNUAL REPORT

of the

TOWN OF

BARNSTEAD

NEW HAMPSHIRE

FOR THE YEAR ENDING DECEMBER 31, 1995

FOR YOUR INFORMATION

HOURS & PHONE NUMBERS

Selectmen's Office 8:00 A.M. - 4:30 P.M. 269-4071

Selectmen's Meetings Tuesdays 7:00 P.M. - 9:00 P.M.

Town Clerk/Tax Collector 269-4631

Mon.,Wed.& Thurs. 9:00 A.M.- 4:30 P.M.

Tuesday 1:00 P.M.- 7:00 P.M.

Friday 9:00 A.M.- 4:00 P.M.

Office of Building Inspector,Planning Bd.,Zoning Bd.

269-2299

Mon. 8:00 A.M.- 12:00 Noon

6:30 P.M.-8:30 P.M.

Wednesday 1:00 P.M.- 4:30 P.M.

Fri. 8:00 A.M.- 12:00 Noon

Road Agent Town Shed 269-2091

Police Department Emergency 911

Non-Emergency 269-8100

Fire Department Emergency 911

Center Non-Emergency 269-4121

Parade Non-Emergency 435-6691

Rescue Emergency 911

Oscar Foss Library 269-3900

Mon.& Tues. 2:00 P.M.-8:00 P.M.

Wed. 10:00 A.M.-5:00 P.M.

Thurs. 7:00 P.M.-9:00 P.M.

Fri. 2:00 P.M.-5:00 P.M.

Saturday 9:00 A.M.-2:00 P.M.

ANNUAL REPORT

of the

TOWN OF

BARNSTEAD

NEW HAMPSHIRE

Comprising those of the Selectmen,
Fire Wardens, Fire Department,
Trustee of the Trust Funds,
Treasurer, Collector, Road Agent,
Town Clerk and Police Department

FOR THE YEAR ENDING DECEMBER 31, 1995

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TOWN OFFICERS 1995

Moderator
RICHARD L GOLDEN

Selectmen
WILLIAM A GOSSE BRETT H TIEDE
JOHN E ABBOTT

Town Clerk/Tax Collector
DAWN M FOSS

Treasurer
MARJORIE J TERRY

Highway Agent
HAROLD A MINER

Library Trustees
RICHARD GOLDEN CHERYL GUILBERT
CYNTHIA DAVIS

Supervisors of the Checklist
MARJORIE J TERRY JUDITH FORSYTH
FRANCES J EASTMAN

Trustees of Trust Fund
STUART B MERRILL ALICE LABRECQUE
DAVID E HALL, Treasurer

Police Chief
JAMES A BARNARD

Health Officer
PAUL A GOLDEN

Overseer of Public Welfare
PAUL A GOLDEN

Fire Warden
ROSCOE TASKER

Budget Committee	
JAMES A BARNARD	Term Expires, 1996
JON EMERSON	Term Expires, 1997
GEORGE A HETU	Term Expires, 1996
VERNON HIPKISS	Term Expires, 1998
EDWARD A TASKER	Term Expires, 1998
PETER YELLE	Term Expires, 1997

THE STATE OF NEW HAMPSHIRE

THE POLLS WILL BE OPEN FROM 7:00 A.M to 7:00 P.M.

To the inhabitants of the Town of Barnstead in the County of Belknap in said state, qualified to vote in the Town Affairs:

You are hereby notified to meet at the Barnstead Town Hall in said Barnstead on Tuesday, the Twelfth (12th) day of March, next at 7:00 a.m. of the clock in the forenoon, to act upon the following subjects:

1. To choose all necessary Town officers for the year ensuing. The second session for purpose of discussing and voting upon the articles of the Town Warrant shall be held on Saturday, March 16, 1996, at 9:00 a.m. at the Barnstead Elementary School. To hear the reports of Agents, Auditors, Committees or Officers chosen, and to pass any vote relating thereto, and to discuss all other business to come before the meeting.
2. To raise such sums of money as may be necessary to defray town charges for the ensuing year and make appropriations of the same.
3. To see if the Town will vote to raise and appropriate the sum of \$200,000 for the purchase of a new fire truck, and to authorize the issuance of not more than \$140,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act RSA Chapter 33, and to authorize the Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon; and to accept \$60,000 from Barnstead Fire Rescue, Inc., monies previously raised and held by them for this purpose. Ballot vote required. Not recommended by Selectmen and Budget Committee. 2/3 vote to pass.
4. To see if the Town will vote to raise and appropriate the sum of \$200,000 for the purchase of a new fire truck and to accept \$60,000 from Barnstead Fire Rescue, Inc., monies previously raised and held by them for this purpose. The balance of \$140,000 to be raised by taxation. This shall be a non-lapsing warrant article in accordance with RSA 32:3 IV. Recommended by Selectmen and Budget Committee.

If Article 4 passes Article 3 will not be acted upon.

5. To see if the Town will vote to raise and appropriate the sum of \$7,800 to purchase a new radar unit and video camera to be mounted in the 1995 police cruiser. Recommended by Selectmen and Budget Committee.

6. To see if the Town will vote to withdraw \$10,000 from the Library Capital Reserve Fund for expenses connected with the renovation and addition of the library including the cost of architectural study. Recommended by Selectmen and Budget Committee.

7. To see if the Town will vote to raise and appropriate the sum of \$31,750 for the purpose of reconstructing the New Road bridge (formerly known as Krause's bridge) and authorize the withdrawal of \$31,750 from the Bridge Capital Reserve Fund created for this purpose. Recommended by Selectmen and Budget Committee.

8. To see if the Town will vote to raise and appropriate the sum of \$30,000 to reclaim and repave Maple Street leading from Route 126 to the Barnstead Elementary School. Recommended by Selectmen and Budget Committee.

9. To see if the Town will vote to raise and appropriate the sum of \$35,000 for the purchase of a tractor and mid-mount mower attachment and to authorize the withdrawal of \$35,000 from the Highway Equipment Capital Reserve Fund. Recommended by Selectmen and Budget Committee.

10. To see if the Town will vote to raise and appropriate the sum of \$10,500 for a defibrillator to be placed in the care of Barnstead Fire Rescue, Inc. for use by the rescue squad. Recommended by Selectmen and Budget Committee.

11. To see if the Town will vote to reconvey the property on Tax Map 6 known as Lot 63 on Narrows Road to Nancy Rowell on payment of all taxes, interest, costs, and expenses of the town in maintaining the property. This property was acquired by tax deed in December, 1994.

12. To see if the Town will vote to reconvey the property on Tax Map 21 Lot 19 on Maple Street to William Feeny on payment of all taxes, interest, costs, and expenses of the town in maintaining the property. This property was acquired by tax deed in November, 1995.

13. To see if the Town will vote to reconvey the property on Map 43 Lot 58 to Frank J. Gorman on payment of all taxes, interest, costs, and expenses of the town in maintaining the property. This property was acquired by tax deed in December 1994.

14. To see if the Town will vote to authorize the Selectmen to sell at public auction all properties now held by the town acquired by tax deed or deeded to the town in lieu of taxes. All proceeds from the sale to be used to reduce taxes.
15. To see if the Town will vote to authorize the Selectmen to sell unclaimed and surplus items held by the Police Department.
16. Are you in favor of changing the term of the Town Treasurer from one year to three years, beginning with the term of the Town Treasurer to be elected at next year's regular town meeting? Ballot vote required.
17. To see if the Town will vote to authorize the Selectmen to engage a professional auditing service to annually audit the Town of Barnstead.
18. To see if the Town wishes to amend the existing agreement under Section 218 of the Social Security Act by excluding the services performed by election workers for a calendar year in which the remuneration paid for such service is less than \$1,000.
19. To see if the Town will vote to raise and appropriate \$10,000 to be placed in the Capital Reserve Fund entitled Bridge Construction Capital Reserve Fund. Recommended by Selectmen and Budget Committee.
20. To see if the Town will vote to raise and appropriate \$5,000 to be placed in the Capital Reserve Fund entitled Police Cruiser Capital Reserve Fund. Recommended by Selectmen and Budget Committee.
21. To see if the Town will vote to raise and appropriate \$15,000 to be placed in the Capital Reserve Fund entitled Library Construction Capital Reserve Fund. Recommended by Selectmen and Budget Committee.
22. To see if the Town will vote to raise and appropriate \$40,000 to be placed in the Capital Reserve Fund entitled Rescue and Firefighting Equipment Capital Reserve Fund. Recommended by Selectmen and Budget Committee.
23. To see if the Town will vote to change Welch Road from Class VI to Class V and raise and appropriate \$10,000 to repair Welch Road. Recommended by Selectmen and Budget Committee.
24. To see if the Town will vote to change Middleton Lane (formerly Cedar Drive) back to Cedar Drive. (By Petition)

25. To see if the Town will vote to change the portion of Parkey Road that runs from the old Parkey residence to the residence of Warren Carberg at 169 Parkey Road from a Class VI to a Class V road so that henceforth that portion of the road may be plowed and graded by the town along with the rest of Parkey Road. (By Petition)

26. To transact any other business that may legally come before this meeting.

Given under our hands and seal, this 22nd day of February, in the year of our lord nineteen hundred and ninety-six.

A true copy of Warrant - Attest
Selectmen

William A. Gosse Brett H. Tiede
John E. Abbott

PROPOSED BUDGET

Fiscal Year January 1, 1996 to December 31, 1996

Purpose of Appropriation	W.A.#	Actual Approp 1995	Actual Expend 1995	Selectmen's Budget 1996	Budget Committee	
					Recommended Budget 1996	Not Recommended
GENERAL GOVERNMENT						
4130 Executive		55,569.00	53,399.00	61,994.00	61,994.00	
4140 Elec/Reg & Vitals		23,234.00	20,140.00	26,644.00	26,644.00	
4150 Financial Admin		51,383.00	48,861.00	56,083.00	56,083.00	
4153 Legal Expense		12,000.00	36,402.00	15,000.00	15,000.00	
4155 Personnel Admin		103,507.00	118,826.00	110,040.00	110,040.00	
4191 Planning & Zoning		4,950.00	4,066.00	3,590.00	3,590.00	
4194 General Government		23,750.00	23,342.00	24,200.00	24,200.00	
4195 Cemeteries		500.00	500.00	600.00	600.00	
4196 Insurance		33,700.00	27,566.00	31,200.00	31,200.00	
PUBLIC SAFETY						
4210 Police		158,820.00	164,366.00	166,094.00	166,094.00	
4215 Ambulance		50,000.00	50,000.00	50,000.00	50,000.00	
4220 Fire		145,500.00	145,290.00	127,250.00	127,250.00	
4240 Building Inspect		19,600.00	17,985.00	11,950.00	11,950.00	
4290 Emergency Management		2,500.00	896.00	5,900.00	5,900.00	
HIGHWAYS & STREETS						
4312 Hwys, St.& 4311		323,674.00	322,207.00	342,789.00	332,789.00	10,000.00
4313 Bridges		3,500.00	3,000.00	3,500.00	3,500.00	
4316 Street Lighting		5,800.00	5,893.00	5,800.00	5,800.00	
4319 Highway Other		45,950.00	53,219.00	54,950.00	54,950.00	

SANITATION				
4325 Solid Waste Disposal	144,998.00	144,998.00	139,405.00	139,405.00
4329 Stump Dump	250.00	250.00	250.00	250.00
HEALTH				
4411 Health Admin	275.00	250.00	275.00	275.00
Septic Reviews	500.00	315.00	500.00	500.00
4414 Pest Control	1,729.00	1,729.00	1,000.00	1,000.00
4415 Agencies & Hospitals	9,000.00	9,000.00	9,000.00	9,000.00
4419 Health Other	800.00	800.00	1,300.00	1,300.00
WELFARE				
4441 Welfare Admin	400.00	400.00	400.00	400.00
4442 Direct Assistance	15,000.00	7,571.00	15,000.00	15,000.00
4444 Intergovn Payments	2,407.00	2,407.00	2,527.00	2,527.00
CULTURE & RECREATION				
4520 Parks & Recreation	5,500.00	3,184.00	5,500.00	5,500.00
4550 Library	39,400.00	36,955.00	41,000.00	41,000.00
4583 Patriotic Purposes	2,000.00	2,000.00	2,000.00	2,000.00
4589 Other	2,000.00	1,860.00	2,000.00	2,000.00
DEBT SERVICE				
4723 Interest on TAN	12,000.00	15,606.00	15,000.00	15,000.00
CAPITAL OUTLAY				
4902 Mach, Veh & Equip	22,352.00	22,327.00	253,300.00	253,300.00
4903 Buildings	10,000.00	7,355.00	10,000.00	10,000.00
4909 Improvements Other	130,000.00	84,305.00	71,750.00	71,750.00
OPERATING TRANSFERS OUT				
4915 To Cap Res	50,000.00	50,000.00	70,000.00	70,000.00
TOTAL APPROPRIATIONS	1,512,548.00	1,487,250.00	1,737,791.00	1,727,791.00
				10,000.00

SOURCE OF REVENUE	W.A. NO.	Estimated Revenues Prior Year	Actual Revenue Prior Year	Selectmen's Budget Ensuing Fiscal Year	Estimated Revenues Ensuing Fiscal
TAXES					
3120 Land Use Change Tax		10,000.00	1,000.00	1,000.00	1,000.00
3185 Yield Tax		10,000.00	23,401.00	10,000.00	10,000.00
3190 Int & Pen.Delinquent		100,000.00	122,688.00	100,000.00	100,000.00
LICENSES,PERMITS & FEES					
3210 Business Lic & Permits		1,000.00	1,425.00	1,000.00	1,000.00
3220 Motor Vehicle		220,000.00	266,207.00	220,000.00	220,000.00
3230 Building Permits		10,000.00	13,161.00	10,000.00	10,000.00
3290 Other		20,000.00	10,779.00	10,000.00	10,000.00
FROM FEDERAL GOVERNMENT					
3319 Grant PD Mobile Video Cam		2,000.00	2,000.00	2,000.00	2,000.00
FROM STATE					
3351 Shared Revenue		92,964.00	84,505.00	40,000.00	40,000.00
3353 Highway Block Grant		96,128.00	96,647.00	95,380.00	95,380.00
3359 Other (Including Railroad Tax)		0.00	42,882.00	0.00	0.00
CHARGES FOR SERVICES					
3401 Income from Dept		3,000.00	4,381.00	63,000.00	63,000.00
MISCELLANEOUS REVENUES					
3501 Sale of Town Property		10,000.00	4,225.00	5,000.00	5,000.00
3502 Int on Investments		10,000.00	20,337.00	10,000.00	10,000.00
3509 Other		0.00	8,346.00	0.00	0.00
INTERFUND OPERATING TRANSFER					
3915 Capital Reserve Fund		10,000.00	7,335.00	45,000.00	45,000.00
3916 Trust & Agency Funds		500.00	478.00	500.00	500.00
TOTAL REVENUES & CREDITS		595,592.00	709,797.00	612,880.00	612,880.00
Total Appropriations					1,727,791.00
Less: Amount of Estimated Revenues(Exclusive of Property Taxes)					612,880.00
Amount of Taxes to be Raised(Exclusive of School & County Taxes)					1,114,911.00

BUDGET OF THE TOWN OF BARNSTEAD, N.H

COMPARATIVE STATEMENT

	1995 APPROPRIATIONS	RECEIPTS & REIMB.	TOTAL AMT. AVAILABLE	ACTUAL EXPENDITURE	UNEXPENDED BALANCE	OVERDRAFT
4130 Executive Office	55,569.00		55,569.00	53,399.00	2,170.00	
4140 Election & Registration	23,234.00	2,883.00	26,117.00	20,140.00	5,977.00	
4150 Financial Administration	51,383.00	2,883.00	54,266.00	48,861.00	5,405.00	
4153 Legal Expenses	12,000.00	.00	12,000.00	36,402.00	24,402.00	
4155 Personnel Administration	103,507.00	.00	103,507.00	118,826.00	15,319.00	
4191 Planning & Zoning	4,950.00	649.00	5,599.00	4,066.00	1,533.00	
4194 Gen'l Government Bldg	23,750.00	.00	23,750.00	23,342.00	408.00	
4195 Cemeteries	500.00	.00	500.00	500.00		
4196 Insurance	33,700.00	2,224.00	35,924.00	27,566.00	8,358.00	
4210 Police Department	158,820.00	15,765.00	174,585.00	164,366.00	10,219.00	
4215 Ambulance	50,000.00	.00	50,000.00	50,000.00		
4220 Fire & Rescue	145,500.00	.00	145,500.00	145,290.00	210.00	
4240 Building Inspection	19,600.00	13,351.00	32,951.00	17,985.00	14,966.00	
4290 Emergency Management	2,500.00	1,164.00	3,664.00	896.00	2,768.00	
4312 Highway & Streets	323,674.00		323,674.00	322,207.00	1,467.00	
4313 Bridges	3,500.00	.00	3,500.00	3,000.00	500.00	
4316 Street Lighting	5,800.00	.00	5,800.00	5,893.00		93.00
4319 Highway Other	45,950.00	1,290.00	47,240.00	53,219.00	5,979.00	
4325 Solid Waste Disposal	144,998.00	.00	144,998.00	144,998.00		
4329 Stump Dump	250.00	260.00	510.00	250.00	260.00	
4411 Health Administration	775.00	1,155.00	1,930.00	565.00	1,365.00	
4414 Pest Control	1,729.00	.00	1,729.00	1,729.00		
4415 Health Agencies & Hospitals	9,000.00	.00	9,000.00	9,000.00		
4419 Other Health	800.00	.00	800.00	800.00		
4441 Welfare Administration	400.00	.00	400.00	400.00		
4442 Welfare Direct Assistance	15,000.00	549.00	15,549.00	7,571.00	7,978.00	
4444 Welfare Intergovernmental	2,407.00	.00	2,407.00	2,407.00		
4520 Parks & Recreation	5,500.00	.00	5,500.00	3,184.00	2,316.00	
4550 Library	39,400.00	.00	39,400.00	36,955.00	2,445.00	
4583 Patriotic Purposes	2,000.00	.00	2,000.00	2,000.00		
4589 Other Culture & Recreation	2,000.00	.00	2,000.00	1,860.00	140.00	
4723 Interest on TAN	12,000.00	20,336.91	32,336.91	15,606.00	16,730.91	
4790 IRS Penalties	.00	.00	.00	.25		.25
4902 Purchase New Cruiser	19,352.00		19,352.00	19,352.00		
Purchase Hydraulic Sander	3,000.00		3,000.00	2,975.00	25.00	
4903 Library Renovations	10,000.00		10,000.00	7,335.00	2,665.00	
4909 Varney Road Reconstruction	50,000.00		50,000.00	15,877.00	34,123.00	
Bow Lake Paving	80,000.00		80,000.00	68,428.00	11,572.00	
4915 Recon Town Bridges Cap Res	10,000.00		10,000.00	10,000.00		
Police Cruiser Cap Res	5,000.00		5,000.00	5,000.00		
Library Construction Cap Res	15,000.00		15,000.00	15,000.00		
Fire Truck Cap Res	20,000.00		20,000.00	20,000.00		
TOTAL	1,512,548.00	62,509.91	1,575,057.91	1,487,250.25	133,600.91	45,793.25
2075 Barnstead Elementary School	3,799,364.00					

SCHEDULE OF TOWN PROPERTY

Land and Improvements	\$ 544,000.00
Buildings	3,580,000.00
Machinery, vehicles, and equipment	391,000.00
Town Land Acquired by Tax Deeds	329,804.00
TOTAL	\$4,844,804.00

CURRENT USE REPORT

Category	Acres
Discretionary Easement	7.00
Farm Land	1,372.60
Forest Land	12,405.20
Unproductive Land	16.00
Wet Land	1,164.85
TOTAL ACRES IN CURRENT USE	14,965.65

INVENTORY OF TOWN

Land	\$ 47,520,298.00
Buildings	86,345,190.00
Electric Plants	2,308,415.00
Water Company	219,700.00
Valuations Before Exemptions	\$ 136,393,603.00
Elderly/Blind Exemptions	1,599,600.00
Exempt & Non-Taxable Land	2,119,848.00
Exempt & Non-Taxable Buildings	2,812,100.00
Net Valuation Which Tax	
Rate is Computed	\$ 134,794,003.00

TAX RATE INFORMATION

Net Town Appropriation	\$ 850,330.00
Net School Appropriation	3,788,762.00
County Tax Assessment	306,499.00
	\$ 4,945,591.00
Less War Service Credits	32,100.00
Total Property Tax Commitment	\$ 4,913,491.00

TAX RATE

School	28.11
Town	6.31
County	2.27
TOTAL	\$36.69

1995 APPROPRIATIONS

4130 Executive	\$ 55,569.00
4140 Election, Registration & Vital Statistics	23,234.00
4150 Financial Administration	51,383.00
4153 Legal Expense	12,000.00
4155 Personnel Administration	103,507.00
4191 Planning & Zoning	4,950.00
4194 General Government Buildings	23,750.00
4195 Cemeteries	500.00
4196 Insurance	33,700.00
4210 Police	158,820.00
4215 Ambulance	50,000.00
4220 Fire & Rescue	145,500.00
4240 Building Inspection	19,600.00
4290 Emergency Management	2,500.00
4312 Highways and Streets	323,674.00
4313 Bridges	3,500.00
4316 Street Lighting	5,800.00
4319 Highway Other Streets	45,950.00
4324 Solid Waste Disposal	144,998.00
4329 Stump Dump	250.00
4411 Health Administration	775.00
4414 Pest (Animal) Control	1729.00
4415 Health Agencies and Hospitals	9,000.00
4419 Other Health Agencies	800.00
4441 Welfare Officer	400.00
4442 Direct Assistance	15,000.00
4444 Welfare-Intergovernmental Pay'ts	2,407.00
4520 Parks and Recreation	5,500.00
4550 Library	39,400.00
4583 Patriotic Purposes	2,000.00
4589 Band Concerts	2,000.00
4723 Interest on Tax Anticipation Notes	12,000.00
4902 Mach, Veh,& Equip	22,352.00
4903 Buildings	10,000.00
4909 Improvements Other than Bldgs	130,000.00
4915 To Capital Reserve Fund	50,000.00
	\$1,512,548.00
Barnstead Elementary School	\$3,828,992.00

TOWN CLERK'S REPORT

January 1, 1995 - December 31, 1995

RECEIPTS

Motor Vehicle Permits (4,564)	253,897.00	
Motor Vehicle Titles	1,438.00	
Municipal Agent Fees	9,842.50	
Total Motor Vehicle Receipts		\$265,177.50
State Boat Registration Fees	2,815.50	
Boat Permit Fees to Town	1,164.55	
Boat Agent Fees	207.00	
Total Boat Registration Receipts		4,187.05
Dog Licenses (381)	2,713.50	
Dog Fines & Penalties	474.00	
Total Dog Receipts		3,187.50
Filing Fees	59.00	
UCC/Tax Lien Filings	1,424.64	
Miscellaneous Fees	251.60	
Vital Statistics	1,362.00	
Total Miscellaneous Fees		<u>3,097.24</u>
		\$275,649.29

PAYMENTS TO TREASURER

Motor Vehicle	\$265,177.50
Boats	4,187.05
Dogs	3,187.50
Fees	<u>3,097.24</u>
	\$275,649.29

Respectfully submitted,

Dawn M Foss
Town Clerk/Tax Collector

TAX COLLECTOR'S REPORT
Fiscal Year Ended December 31, 1995

- DR -
****LEVIES OF****

Uncollected Taxes:

Beginning of Fiscal Year 1995	1995	1994
Property Taxes		875,045.53
Land Use Change Tax		
Yield Taxes		4,158.79

Taxes Committed To Collector:

Property Taxes	\$ 4,919,102.00	384.00
Land Use Change Tax	2,800.00	
Yield Taxes	19,242.51	

Overpayments

Property Taxes	3,750.51	2,204.49
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Interest Collected On Delinquent Taxes	4,149.75	44,238.19
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TOTAL DEBITS	<u>\$ 4,949,044.77</u>	<u>\$ 926,031.00</u>
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Remitted to Treasurer 1995 During Fiscal Year	1994	Prior
Property Taxes	\$ 4,152,764.57	\$ 872,896.46
Land Use Change Tax	1,000.00	
Yield Taxes	16,955.65	4,156.37
Interest on Taxes	4,149.75	34,616.69
Penalties		9,621.50

Abatements Allowed:

Property Taxes	14,541.45	4,737.56
Yield Taxes		2.42
Land Use Change	1,800.00	

Uncollected Taxes End of Fiscal Year:

Property Taxes	755,546.49	
Yield Taxes	2,286.86	

TOTAL CREDITS	\$ 4,949,044.77	\$ 926,031.00
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- DR -
****LEVIES OF****

Beginning of Fiscal Year	1994	1993	Prior
Unredeemed Liens:		240,384.94	156,474.49
Liens executed During Fiscal Yr	339,849.63		
Interest/Costs Coll After Lien	6,052.87	27,229.02	41,043.24
TOTAL DEBITS	345,902.50	267,613.96	197,517.73

- CR -

Remittance to Treasurer			
Redemptions	106,615.74	123,642.57	138,991.43
Interest/Costs After Lien	6,052.87	27,229.02	41,043.24
Abatements	905.13	1,049.69	
Liens Deeded to Town			7,670.40
Unredeemed Liens Bal End of Yr	232,328.76	115,692.68	9,812.66
TOTAL CREDITS	345,902.50	267,613.96	197,517.73

Respectfully submitted,

Dawn M Foss
Town Clerk/Tax Collector

TREASURER'S REPORT for 1995

Balance on hand January 1, 1995	1,182,579.66
Received from Tax Collector	5,545,059.57
Received from Town Clerk	275,639.19
Selectmen's Receipts	289,613.24
Capital Reserve Library	7,335.00
Trust Funds:	
George Bunker Trust	296.73
Ada Downing Fund	180.89
Sale of Town Property	1,932.68

RECEIVED FROM FARMINGTON NATIONAL BANK:

Tax Anticipation	600,000.00
Interest on Money Market Account	10,754.91
Interest on Now Account	3,230.02
Interest on Payroll Account	2,719.46
Interest on Savings-Shawmut	1,976.14
Interest on Money Market-1st N.H.	2,302.60

TOTAL	7,923,620.09
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DISBURSEMENTS:

Per Order of Selectmen	5,614,070.33
Payroll	294,194.49
Transferred to Trust Funds	50,000.00
Tax Anticipation Loan	600,000.00
	6,558,264.82

BALANCE ON HAND DECEMBER 31,1995	1,365,355.27
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Respectfully Submitted,

Marjorie J Terry
Treasurer

AUDITOR'S REPORT

To: Board of Selectmen

We, the undersigned auditors for the Town of Barnstead, NH, certify that we have examined and audited the accounts of the Town Clerk, Tax Collector, Selectmen, Treasurer, and Library Trustees for the year ending December 31, 1995 to the best of our ability.

We found them correct and properly cast, balanced and vouched.

Respectfully submitted,

Lorraine F. Jones
Frances J. Eastman

SUMMARY OF RECEIPTS - 1995

Sources of Revenue

From Local Taxes	147,089.00
From State	224,034.00
From Local Sources, Except Taxes	338,674.00
TOTAL	709,797.00

STATEMENT OF REVENUES

TAXES

3120 Land Use Change Taxes	1,000.00
3185 Yield Taxes	23,401.30
3190 Interest/Costs Prop.Taxes	47,777.99
Interest/Costs Tax Liens	74,299.94
Interest Yield Tax	609.95

LICENSES, PERMITS & FEES

3210 UCC Filings	1,424.64
3220 Motor Vehicle Agent Fees	9,842.50
Motor Vehicle Titles	1,438.00
Motor Vehicle Registrations	253,897.00
Boat Tax	2,815.50
Boat Agent Fees	1,371.55
3230 Building Permits	13,350.73
3290 Dog Licenses	2,713.50
Dog License Fines	464.00
Vital Records	1,362.00
Clerk Miscellaneous	310.60
Dog Fines	10.00
Pistol Permits	1,110.00
Current Use Fees	90.00
Annual Cable Franchise	6,248.00

FROM STATE

3350 Shared Revenue Block Grant	84,505.14
3353 Highway Block Grant	96,647.08
3359 Rooms & Meals Tax Grant	42,882.16

CHARGES FOR SERVICES

3401 Zoning Board Fees	84.00
Planning Board Fees	564.52
Septic Review Fees	1,155.00
Stump Dump Fees	260.00
Library Payroll	1,502.66
Accident Reports	337.00
Police Reports	268.00
3404 Waste Facility Decals	419.00

MISCELLANEOUS REVENUES

3501 Sale of Municipal Property	4,224.64
3502 Interest /Temporary Loans	20,336.91
3503 Rent of Town Hall	180.00
3504 Court Fines	314.00
Parking Violations	5.00
3506 Insurance Adjustments & Refunds	2,224.00
3507 Reimb BC&BS Retired	4,348.08
3508 Donation to Police Department	150.00
3509 State Reimb Forest Fire	964.17
Reimb '91 Forest Fire	199.37
Donation to Welfare	45.00
NSF Check Fees	20.00
Reimb Postage	18.62
Reimb Overpayments	269.88
Cruiser VCR/Camera Grant	2,000.00
Reimb Road Sign	245.00
Reimb Police Detail/Funeral	200.00
Reimb Phone Calls	6.94
Maps,Ordinances,Copies,etc	886.14
Checklist	125.00
Reimb. Assistance	504.00
Reimb Witness Fees	230.40
Reimb D Foss Disability	5,765.20
Reimb G Omundson Disability	11,374.40

INTERFUND OPERATING TRANSFER

3915 Income From Capital Reserve	
Library	7,335.00
3916 Income From Trust Funds	
George Bunker Trust	296.73
Ada Downing Trust	180.89

OTHER REVENUES

Tax Anticipation Loans	600,000.00
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TOTAL REVENUES	1,334,611.13
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SUMMARY OF PAYMENTS

General Government

4130 Executive	53,399.05
4140 Election,Registration & Vital Stats	20,139.78
4150 Financial Administration	48,861.25
4153 Legal Expense	36,401.87
4155 Personnel Administration	118,825.99
4191 Planning & Zoning	4,065.65
4194 General Government Buildings	23,342.11
4195 Cemeteries	500.00
4196 Insurance	27,566.00

Public Safety

4210 Police	164,366.49
4215 Ambulance	50,000.00
4220 Fire & Rescue	145,290.29
4240 Building Inspection	17,984.85
4290 Emergency Management/Forest Fires	896.39

Highways, Streets & Bridges

4311 HSB Administration	2,522.07
4312 Highways & Streets	319,685.25
4313 Bridges	3,000.00
4316 Street Lighting	5,892.66
4319 Other HSB	53,219.14

Sanitation

4325 Solid Waste Disposal	144,998.39
4329 Stump Dump	250.00

Health

4411 Health Administration	665.00
4414 Pest (Animal) Control	1,729.00
4415 Health Agencies	9,000.00
4419 Other Health Agencies	800.00

Welfare

4441 Welfare Officer	400.00
4442 Direct Assistance	7,571.02
4444 Intergovernmental Pmts (CAP)	2,407.00

Culture & Recreation

4520 Parks & Recreation	3,183.52
4550 Library	36,955.32
4583 Patriotic Purposes	2,000.00
4589 Band Concerts	1,859.84

Debt Service

4723 Interest on TAN	15,605.32
4790 Interest IRS	.25

Capital Outlay

4902 Purchase of New Cruiser	19,352.00
Purchase Hydraulic Sander	2,975.00
4903 Library Renovation	7,335.00
4909 Varney Road Construction	15,877.00
Bow Lake Road Paving	68,428.20

Operating Transfers Out

4915 Reconstruction Town Bridges	10,000.00
Police Cruiser	5,000.00
Library Construction	15,000.00
Fire Truck	20,000.00

Liabilities

2020 Refund for Abatements	5,319.15
Refund for Overpayment Taxes	6,223.72
Refund for Overpayment Misc.	532.10
2070 Treasurer State of NH Vitals	1,010.00
County Taxes	311,944.00
Taxes Bought by Town	339,849.63
State of NHMV	2,834.00
Dog Licenses/Animal Population	519.00
Waste Decals	209.50
2075 Barnstead School District	3,799,364.00

TAN	600,000.00
Other Liabilities	3,109.02

TOTAL LIABILITIES	6,558,264.82
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STATEMENT OF PAYMENTS

GENERAL GOVERNMENT

4130 EXECUTIVE OFFICE

William A Gosse	1,500.00
Brett H Tiede	1,500.00
John E Abbott	1,500.00
William A Gosse, expenses	350.00
Brett H Tiede, expenses	350.00
John E Abbott, expenses	350.00
Union Telephone, FAX	1,599.22
Registry of Deeds	1,746.95
James Sewall Co.	1,408.10
Real Data Corp	49.00
Belknap County Probate Court	18.00
Capital Title Service Inc	1,944.00
State of NH Treasurer, notary appointment	50.00
Joseph Wichert,LLS	102.25
Suncook Valley	300.60
Nighswander, Martin & Mitchell	15.00
Michie Butterworth	574.37
Capital Copy	150.00
NHMA, dues, seminar	1,114.62
Sam's Club, membership & supplies	237.31
NH Assoc of Assessing, dues	20.00
NH Municipal Secretaries Assoc, dues	40.00
NHGFOA, dues, certification	350.00
Lake Island's View Florist	25.00
Randall Communication	101.27
Water Shed	307.75
Viking Office Supplies	1,594.72
Postmaster	108.50
Saymore Trophy Co Inc	82.35
Petty Cash, supplies	46.37
George Buckman	68.50
Susan Barnard	47.96
Eleanor Drew	61.60
Paula Oberg	9.68
Waste Inc	27.00
Troop #43 BSA	17.00
Eleanor B Drew, Secretary	20,777.36
Susan L Barnard	11,771.40
Sharon L Haley	225.00
Shelley Johnson	250.00
Loring, Short & Harmon	27.30
Maxfield's Hardware	42.70
Morley	93.48

Pittsfield Printing	12.50
Brother International Corp	71.80
Granite State Stamps Inc	9.16
LHS Associates Inc	59.15
Business Data Solutions	22.00
CTS	51.95
United States Postal Service	352.80
Richard L Golden	125.00
Alton Printing	1,371.00
Evans Printing Co Inc	93.73
Earl B Clark Unit 42 ALA	125.60
Edward Kelley	150.00

TOTAL	53,399.05
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4140 ELECTION & REGISTRATION

Cynthia Treadwell	5,638.49
Dawn M Foss	11,394.73
Debra Eastman	15.00
Sheraton Inn North Country	160.00
NH City & Town Clerks Assoc	40.00
Cynthia Treadwell	9.02
Union Telephone	475.60
Suncook Valley Sun Inc	290.50
CPI Printing Service	48.70
National Market Report	205.00
Postmaster	718.03
LHS Associates	461.35
Pittsfield Printing	9.00
Capital Offset Co Inc	119.36
Elaine Tedcastle	30.00
Robert Simpson	45.00
D Ann Carr	45.00
Loretta Emerson	45.00
Dorothy Mulcahy	45.00
Phyllis Thoroughgood	45.00
Frances Eastman	100.00
Marjorie J Terry	100.00
Judith Forsyth	100.00

TOTAL	20,139.78
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4150 FINANCIAL ADMINISTRATION

David Hall	200.00
Postmaster	3,423.33

CTS Inc	140.00
Conway Office Products	1,160.78
Office Furniture Centers Inc	854.42
Lorraine Jones	500.00
Frances Eastman	500.00
Plodzik & Sanderson Prof Assn	250.00
Postage	3.00
Cartographics Assoc Inc	5,802.50
James Sewall Co	2,100.00
Capital Copy	336.60
Cynthia Treadwell	5,878.63
Dawn Foss	11,394.87
NH Tax Collector's Assoc	60.00
Red Jacket Motor Inn	260.00
Margate	12.70
Dawn Foss	18.80
Union Telephone	480.65
NRTCTA	20.00
Gemini Systems	741.13
Homestead Press	443.60
Marjorie J Terry	5,408.27
Muriel Chapman	1,397.40
United States Postal Service	177.40
Business Data Solutions	6,117.50
Obis Co Inc	828.19
Viking Office Products	81.13
Ideal Information	126.78
Morley Co.	63.62
Digital Connections	79.95

TOTAL	48,861.25
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4153 JUDICIAL & LEGAL

Daniel D Crean	33,007.38
Joseph M Wichert, LLS	925.00
Karen Gosse	115.00
Donald Jenks	39.00
Bernstein, Shur, Sawyer & Nelson	745.89
Fitzgerald & Sessler PA	1,069.60
Michael Lesnyk	500.00

TOTAL	36,401.87
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4155 PERSONNEL ADMINISTRATION

NHMA Insurance Trust BC/BS	37,986.87
Davis & Towle Insurance Co	2,137.88

NHMA Insurance Trust Dental	3,707.97
Emp Social Security	20,291.14
Emp Medicare	6,002.33
Emp Police Retirement	2,747.77
Emp Employees Retirement	4,235.83
Emp Hwy Retire/Town portion	1,040.00
Compensation Funds of NH Unemployment	5,242.71
Compensation Funds of NH Worker's Comp	35,433.49

TOTAL	118,825.99
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4191 PLANNING & ZONING

Barbara Baggaley	87.97
Diane Wood	871.90
Office State Planning	30.00
Suncook Valley Sun	729.13
Pittsfield Printing	621.10
LHS Assoc Inc	174.00
Capital Offset Co Inc	53.25
Digital Connections	1,015.00
David Murley	299.00
Postmaster	121.84
Mark Sargent	62.46

TOTAL	4,065.65
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4194 GENERAL GOVERNMENT BUILDINGS

Public Service of NH	
Town Hall	2,236.99
Library	1,766.10
Police Department	2,000.47
Town Shed	981.24
Parade	148.54
Rear of Police Department	195.01
Johnson & Dix Fuel Corp	
Town Hall	1,443.58
Library	834.69
Police Department	491.30
Town Shed	826.56
Bradford Sargent	6,115.92
RC Wood	40.00
Pittsfield Sewer Service	180.00
Randall Communication Service	1,320.89
Whiteoak Plumbing & Heating	33.69
E & R Electric	91.20
A & B Locksmith	801.60

Priority Plumbing & Heating	90.00
NH Water Supply & Pollution	90.00
Richard Hunsberger	250.00
Susan Guptill	400.00
Brian White	293.89
Thomas Gosse	500.00
Ctr Barnstead Fire Department	651.09
Eleanor Drew, used air conditioner	150.00
Cole's Appliance Center, air conditioner	579.95
Fire Guard of NH	101.50
Central Paper	319.05
Sam's Club	79.96
Maxfield's Hardware	65.66
Petty Cash, blinds, bowl cleaner, etc	38.23
Ryan Owen	225.00

TOTAL	23,342.11
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4195 CEMETERIES

Stuart Merrill	500.00
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4196 INSURANCE

Commercial Pkg	17,622.00
Automobile	5,100.00
Public Officials Liability	3,717.00
Public Officials Bond	1,127.00

TOTAL	27,566.00
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PUBLIC SAFETY

4210 POLICE DEPARTMENT

Paula Oberg	11,116.69
James A Barnard	11,399.51
Gene E Beaudry	14,234.08
Joseph Collins	5,954.55
Richard Bolduc	3,789.34
Robert Patterson	3,693.44
Gene Omundson	24,768.56
David Perkins II	23,885.68
Charles Hillsgrove	23,809.13
Peter Archibald Jr	13,697.96
Union Telephone	3,159.23
Nynex	552.04
AT&T	40.00
Mobilmedia	233.52
Fitzgerald & Sessler PA	26.00

Heath's Flower & Gift Shoppe	38.50
Business Equipment Depot Inc	942.75
American Data	250.14
Michie Butterworth	1,066.63
J&J Printing	323.57
NH Assoc Chiefs of Police	50.00
NH Bar Assoc	30.00
McIntire Business Products Inc	88.91
Reliable	291.00
Xerox Corp	736.70
Obis Co	234.72
Petty Cash	23.59
Granite State Stamp Inc	11.75
Postmaster	114.00
Paula Oberg	18.98
Quest Data Systems Inc	925.00
Lawyer's Diary & Manual	35.00
Economic Press Inc	44.02
Campanion Animal Hospital	37.92
Huggins Hospital	38.80
Laconia Clinic	526.65
Alpha Color	882.01
Rivers Camera Shop Inc	150.84
Ossipee Mountain Electronics	2,694.82
Irwin Motors	1,740.74
Maxfield's Hardware	153.73
Sanel Auto Parts	225.49
Ben's Uniforms	508.43
United Parcel Service	14.15
Neptune Inc	651.10
Wright Communications Inc	136.50
Kidder's Repair Service	727.00
Treasurer, State of NH	3,668.12
Sargent's Garage	456.80
Paul King's Auto Repair	50.28
Goodyear Service Center	502.84
Tires Inc	20.00
Rogers Sign Co Inc	165.00
NH Municipal Secretary Assoc	10.00
NHMA	30.00
RC Wood	134.85
Barnstead Country Store	5.63
A & B Locksmith	69.80
Kustom Signals Inc	5,180.00
TOTAL	164,366.49

4215 AMBULANCE

Care Plus Ambulance Service	50,000.00
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4220 FIRE DEPARTMENT

Ctr Barnstead Fire Department	23,750.00
Barnstead Parade Fire Co #1	23,750.00
Barnstead Fire & Rescue Inc	73,500.00
Municipal Resources Inc	4,790.29
Barnstead Rescue Inc	9,750.00
Barnstead Fire & Rescue Inc	9,750.00

TOTAL	145,290.29
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4240 BUILDING INSPECTION

Richard Hunsberger, salary	8,967.79
Richard Hunsberger, inspections	7,200.00
John Abbott, inspections	150.00
Richard Hunsberger, reimb mileage	831.38
NCPCCI	75.00
Union Telephone	371.68
Suncook Valley Sun	23.00
NH Building Officials Assoc	15.00
Int'l Assoc of Electrical Insp	36.00
BOCA International	120.00
National Fire Protection Assoc	95.00
Postmaster	100.00

TOTAL	17,984.85
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4290 EMERGENCY MANAGEMENT

Forest Fires	896.39
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4311/4312/4319 HIGHWAYS,STREETS & BRIDGES

	Gross	Equipment	
Harold Miner Sr	33,397.31	9,600.50	42,997.81
George L Smith	26,692.08	4,357.50	31,049.58
Harold Miner Jr	11,136.33	57.50	11,193.83
James Horan	24,121.17	205.00	24,326.17
Paul Davis	1,281.55	28,396.41	29,677.96
Peter Holmes			21,363.43
David Miner			2,807.01
David Horan			584.01
Dennis Miner			14,235.73

Harold Perkins	1,114.70
George Forsyth	220.50
Raymond Welch	8,157.60
Howard Welch	1,643.88
Marjorie Miner	2,071.58
Russell Emerson	148.32
James McCormack	1,820.00
NH Road Agent Assoc	20.00
NH Public Works Assoc	25.00
Union Telephone	405.49
Stevens Construction	27,593.50
A J Cameron Sod Farms	900.00
Brian White	648.00
Carl Matthews Equipment Co	390.00
Claremont Chemicals	901.20
Dennis Berry	1,677.00
Miner's Wood Products	275.00
Mike's Tree Service	200.00
Wayne Kimball	300.00
Edward Kelley	14.00
NH Bituminous Co	6,657.60
Akzo Nobel Salt	7,475.29
Concord Sand & Gravel	1,719.03
Bronnenberg Log Trucking	1,185.00
Northeast Earth Mechanics	20,701.00
Tilcon Maine Inc	43,339.67
Hawkensen Enterprises	7,100.00
E W Sleeper Co	1,000.00
Vermont Mac Inc	6,000.00
Lane-Ballston Spa	3,108.03
Everett Prescott	160.40

TOTAL	325,207.32
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4316 STREET LIGHTING	5,892.66
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4319 HIGHWAY OTHER

Chadwick-BaRoss Inc	204.90
Future Supply Corp	214.15
W T Supply Co Inc	81.37
Sanel Auto Parts	3,327.55
Sam's Club Direct	1,890.38
Johnson & Dix Fuel Corp	
No Lead	3,265.87
Diesel	6,575.02
A K Davis & Sons	2,502.23
Tires Incorporated	2,071.00

Southworth-Milton Inc	3,286.18
Alstart	790.00
E W Sleeper	4,336.49
Larry's Sales & Service	1,042.00
Maxfield's Hardware	399.18
Howard Fairfield Inc	5,250.80
Chappell Tractor Sales Inc	1,194.75
Atlantic Broom Service Inc	93.60
Cohen Steel Supply Inc	411.99
Jeffrey Young	55.00
Timco Inc	460.74
Merriam Graves of VT Corp	755.47
Russ Lavoie	481.10
Patsy's GMC	369.90
Donbeck Sales	206.00
State Bolt & Supply	214.47
Whiteoak Plumbing & Heating	59.80
Barton Lumber Co Inc	71.40
Clark's Grain Store	278.25
Edward Kelley	89.50
Countryside Repair Service	256.43
Marty Harty	38.00
New England Barricade Corp	1,495.36
NH State Prison Correctional	2,879.25
Carparts Distribution Center	394.72
Central Auto Repair	53.89
Rochester Radiator	60.00
Donovan Spring Co Inc	1,770.18
South Pittsfield Repair	6,026.22
Manchester Alignment	50.00
Stratham Tire Inc	199.00
J & B Sales of Lee NH	17.00

TOTAL	53,219.14
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4325 SOLID WASTE DISPOSAL

B.C.E.P.Solid Waste District	144,998.39
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4329 OTHER WASTE DISPOSAL

John Maxfield Jr, stump dump	250.00
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HEALTH & WELFARE**4411 HEALTH ADMINISTRATION**

Paul A.Golden,Health Officer	200.00
Paul A.Golden,expenses	75.00
Paul A.Golden,septic reviews	315.00
John Abbott,septic reviews	75.00
TOTAL	665.00

4414 ANIMAL CONTROL

Humane Society	1,729.00
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4415-4419 OTHER HEALTH AGENCIES

Lakes Region Community Health	9000.00
Lakes Region Community Service Council	300.00
New Beginnings Women's Crisis	500.00

TOTAL	9800.00
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4441-4444 WELFARE

Paul A Golden, salary	400.00
Direct Assistance	7,571.02
Community Action Program	2,407.00

TOTAL	10,378.02
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4520 PARKS & RECREATION

Beth Ann Bond, attendant	2,124.00
Suncook Valley Sun	42.00
Maxfield's Hardware	41.46
Dave's Septic Service Inc	409.56
Stevens Construction Inc	566.50

TOTAL	3,183.52
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4550 OSCAR FOSS MEMORIAL LIBRARY

Susan Conrad	17,536.06
Bonita Brannigan	9,080.25
Mary Thorne	189.01
William Chatman	650.00
Appropriation	9,500.00

TOTAL	36,955.32
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4583 PATRIOTIC PURPOSES

Appropriation	2,000.00
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4589 OTHER CULTURE & RECREATION

Band Concerts	1,859.84
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4723 DEBT SERVICE

Interest Tax Anticipation Loan	15,605.32
IRS Interest & Penalties	.25
TOTAL	15,605.57

4902-4909 CAPITAL OUTLAY

Purchase New Cruiser	19,352.00
Purchase Hydraulic Sander	2,975.00
RAT Enterprises, Library parking lot	2,835.00
Oscar Foss Memorial Library, walkway, etc	4,500.00
Woodbury Fogg PE, RE: Varney Road	15,877.00
Union Leader Corp, Bow Lake Road	212.24
Stevens Construction Inc, Bow Lake Road	4,199.75
Lane Ballston, Bow Lake Road	2,352.71
Barton Lumber, Bow Lake Road	80.00
Tilcon Maine Inc, Bow Lake Road	61,583.50

TOTAL	113,967.20
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4915 TO CAPITAL RESERVE FUNDS

Library Construction Fund	15,000.00
Reconstruction Town Bridges	10,000.00
Police Cruiser	5,000.00
Fire Truck	20,000.00

TOTAL	1,487,350.70
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LIABILITIES

Refund for Abatements	5,319.15
Refund for Overpayments	6,223.72
Refunds Miscellaneous	532.10
State of NHMV	2,834.00
Dog Licenses/Animal Population	519.00
Treasurer State of NH Vitals	1,010.00
Waste Decals	209.50
Taxes bought by Town	339,849.63
County Tax	311,944.00
Barnstead School District	3,799,364.00
TAN	600,000.00
Other Misc Liabilities	3,109.02

TOTAL EXPENDITURES	\$6,558,264.82
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REPORT OF THE TRUST FUNDS OF THE CITY OR TOWN OF BARNSTEAD, N.H. ON DECEMBER 31, 1995

Date of	Name of Trust Fund	Purpose of Trust Fund	How Inves.	Balance Beginning	New Funds Created & Additions To Funds	Gains or Losses Sales	Balance Year End	Beginning Balance	Income	Regular Expenses	Total Expenses	Balance Year End	Total Ending Balances
1971	Town of Barnstead	Grader	CD	24,325.00			24,325.00	15,383.84	2,185.62	0.00	0.00	17,569.46	41,894.46
1981	Town of Barnstead	H. Equip.	CD	50,595.93			50,595.93		2,732.55	0.00	0.00	2,732.55	53,328.48
1984	Town of Barnstead	Lib. Con.	CD	40,000.00	15,000.00	(7,335.00)	47,665.00	8,167.84	2,373.32	0.00	0.00	10,541.16	58,206.16
1984	Town of Barnstead	Bridge	CD	76,396.52	10,000.00		86,396.52	18,395.81	3,711.72	0.00	0.00	18,395.81	108,504.05
1985	Town of Barnstead	Welch Bri	CD	1,500.00			1,500	864.59	130.15	0.00	0.00	994.74	2,494.74
1988	Town of Barnstead	Pol. Crus.	CD	9,329.00	5,000.00		14,329.00	469.37	512.94	0.00	0.00	982.31	15311.31
1993	Town of Barnstead	New Tnrl	CD	20,000.00			20,000.00	934.34	1,071.04	0.00	0.00	2,005.38	22,005.38
1990	Town of Barnstead	BBell Brdg	CD	110,000.00			110,000.00	1,035.40	4,996.61	0.00	0.00	6,032.01	116,032.01
1995	Town of Barnstead	School Fnd	CD		7,500.00		7,500.00			0.00	0.00	0.00	7,500.00
1995	Town of Barnstead	New Equip	CD		50,595.93		50,595.93		2,732.55	0.00	0.00	2,732.55	53,328.48
1995	Town of Barnstead	F & Rescue	CD		20,000.00		20,000.00			0.00	0.00	0.00	20,000.00
TOTAL				332,146.45	98,095.93		432,907.38	45,251.19	20,446.50	0.00	0.00	61,985.97	498,605.07
					10,000.00	(7,335.00)							

REPORT OF TOWN ROAD AGENT

Well, another year has sped by and we, the Highway Crew, had another busy season.

Improvements were made on Narrows Road, New Road and Tom Berry Road with culverts put in where needed. Work was done on Evans Road. Brush was cut and chipped on several town roads.

Bow Lake Road was reclaimed and resurfaced. Asphalt was laid down on many town roads.

Crushed gravel was hauled and graded in several areas. A very dry summer made it difficult to keep dirt roads smooth and dust free.

Winter came early and stayed. The Highway Crew has been busy plowing and sanding town roads.

I want to thank all my snow plow drivers for responding to those early morning phone calls.

I want to thank my Highway Crew for a busy and productive year.

Respectfully submitted,

Harold A. Miner, Sr
Road Agent

BARNSTEAD POLICE DEPARTMENT

The year of 1995 was a year of change for the Barnstead Police Department. Chief Omundson and Sergeant Perkins retired and Officer Hillsgrrove resigned. The D.A.R.E. program is run by the Belknap County Sheriff's Department. The program is going great and Deputy Dan Corlis is well liked by the students.

The Police Department and School received the Perfect Circle Award for the 5th year in a row. We have continuing programs that will be conducted throughout the year.

Respectfully,

James A. Bamard
Chief of Police

POLICE DEPARTMENT PERSONNEL

James Bamard - Chief of Police
Gene Beaudry -Sergeant
Joseph Collins -Patrolman

Part-time Patrolmen
Richard Bolduc
Seldon Nason
Robert Patterson

Part-time Support
Paula Oberg- Clerk/Typist

ACTIVITY REPORT

Calls for service:

Accidents	89	Burglary/Attempts	22
Aid to Court	119	Citizen Commendation	2
Aid Other Dept	379	Citizens Complaints	10
Aid to Persons	746	Civil Problems	54
Alarms	53	Criminal Homicide	0
Ambulance	73	Criminal Mischief	58
Animals	307	Criminal Threat	20
Arson	1	Criminal Trespass	24
Assaults	12	Disorderly	20
Attempt to Locate	49	Domestic	42
Bad Checks	34	E-911 Calls	22
Boat Complaints	1	Embezzlement	0
Bomb/Threats	0	Fire & Aid Dept	34
Fraud	1	Pawn	9
Harassment	28	Process Service	60
Hazard Complaints	68	Property Checks	212
Hit & Run Accidents	3	Prowler	1
Intelligence	29	Recovered Property	12
Intoxication	4	Referred Other Dept	4
Juveniles	44	Relays	90
Liquor Laws	1	Repo	6
Littering	10	Sex Offenses	6
Lost & Found	44	Stalking	3
M/V Complaints	91	Stolen Property	1
Mental Person	3	Suicide /Attempt	1
Miscellaneous	860	Suspicion	129
Missing Persons	8	Theft	59
Narcotics	6	Unattended Death	3
NCIC	4	Unauthorized Use	3
Noise Complaints	18	Vandalism	16
OHRV Complaints	22	Wanted Person	2
Weapons	32		
		TOTAL CFS's	4,064

Arrests- Summons -Juvenile Petitions 768

GRAND TOTAL **4,832**

REPORT OF THE BARNSTEAD

NEIGHBORHOOD WATCH COMMITTEE

The Barnstead Neighborhood Watch is a citizens organization formed to detect and reduce crime by heightening community awareness. Formed just over two years ago, the Watch now has one hundred fifty-two family memberships.

Over the past year, the Neighborhood Watch hosted several well-attended public information meetings. Speakers included Belknap Sheriff Steve Hodges, Belknap County Prosecutor Lauren Nother, Richard Ducet who spoke on self protection and related subjects as well as Selectman William Gosse representing the Board of Selectmen. The speakers donate their time and for this we thank them.

The Barnstead Neighborhood Watch has a \$5.00 per family membership fee for the initial sign up. This pays for needed additional signs, door/window decals as well as the refreshments served at the meetings.

Thirty-six Neighborhood Watch signs have been installed since the organization of the Watch Program. We thank all who assisted with the installation.

The Barnstead Neighborhood Watch would like to thank the Parade Fire Company for the use of their station for meetings and both the Parade and Center Barnstead Fire Departments for their support.

Respectfully submitted,

Terry Finch
Barbara Trantham
Larry Vail
Richard McNeil
Margery Obrotka

Eileen Murley
Jim Trantham
Rena Vail
Joan McNeil
Eleanor Smith

CAREPLUS AMBULANCE SERVICE, INC

In 1995 CAREPLUS responded to 109 requests for ambulance service in the Town of Barnstead. The majority of patients were transported to Concord Hospital with others transported to Lakes Region General Hospital, Frisbee Hospital, Wentworth Douglas and CMC.

Every year we look to increase the level of care and community activity that CAREPLUS provides to both the Town of Barnstead and Pittsfield. In 1995 CAREPLUS set-up monthly blood pressure screenings for area residence and CAREPLUS put on a successful "Dangers of Drinking and Driving" demonstration at the Pittsfield High School. We plan to continue these programs in 1996 and will be sponsoring a CPR day for area residence in the Fall.

We are very proud of our Paramedics and EMT's who work closely with the Professionals on the Fire Department to provide the Town of Barnstead with life saving medical care. We look forward to our continued service in 1996.

Sincerely,

Eric F Damon
President/CEO

REPORT OF OSCAR FOSS MEMORIAL LIBRARY

1995

We are happy to report this year that the retrospective conversion, putting all of our holdings into the computer, is complete! We are delighted to say that all the books and materials have been inventoried and added to the computer. The patron is now able to access our records with a terminal in the library. This has given us the capability of helping out the patron with just a touch of a button and instant information. We also have all patron records on file and can answer questions for you on how many books you have, when they are due, etc. Even though this was a long and sometimes tedious job to do, the end result is just what we expected and we know that as time goes on it will be appreciated even more by the public.

The parking lot behind the library has been completed and many people have used this during the year. We have a walkway in progress that goes around the building and allows the public to still enter the front door. As we have many meetings in the building (over 100 this year) the parking lot affords them the opportunity of parking out back and attending their meeting directly through the back door.

The Friends of the Library is a group that helps to raise money for extra things at the Library. They have been responsible for the purchase of such things as the air conditioning in the building, the second computer system, the copy machine, videos, etc, etc. The Friends of the Library have once again been an integral part of our success. In the Spring, they held their annual Mother's Day sale and this year tried something different by selling hanging plants. In the Fall a Mum sale was held and in the late Fall a Thanksgiving Pie Sale was held. All of these events were very successful and we thank the Friends for all their efforts.

Due to many ongoing projects and because we had several required reading projects going this summer, we did not have a summer reading program. We did however offer a couple of special story hours, one with Lisa Prizio, storyteller and one with the Rev John Udall, which was co-sponsored by the Friends of the Library. Both of these programs were great and were very well attended. A six-week Storytime for preschoolers was offered in the Fall and we hope to reinstate it in the Spring.

The Library building itself had a few special projects done this year. All the exterior painting was done and a new hot water heater was purchased. We also purchased a battery back-up for the computer as we didn't want to lose all of our information during a power failure. Our first computer was upgraded from a 286 to a 486 and the 286 became the patron terminal.

A few statistics for the year. Over 500 acquisitions were added, and our circulation figure was 13,773 which is still an increase over 1994. We were astounded to note that our video circulation in 1994 was 982 and for 1995 it was 1,381! Obviously many people think using the available library service of getting a video for free is just the way to go! The Inter-Library loan system has been reviewed, revised and revamped and is working better than ever. This system seems to meet the needs of our patrons and we increased this circulation by 40%.

Carolyn Johnson remains a faithful volunteer and we are very happy to have her help. Bonnie Brannigan has completed her second year here as the Assistant Librarian and does a great job! I remain the Library Director and still find each and every day a challenge and adventure. All of us at the Oscar Foss Memorial Library invite you to come to the library. You may want a book, a video, book on tape, magazine, research, etc. We are proud of the Library and feel that the Town of Barnstead has a lot to offer in library services.

Respectfully submitted,

Susan T. Conrad
Library Director

OSCAR FOSS MEMORIAL LIBRARY

Center Barnstead, NH 03225

Report of the Oscar Foss Memorial Library for the year ending
December 31,1995.

RECEIPTS:

Balance brought forward, January 1,1995	\$ 5,144.18
Town of Barnstead Appropriation *	9,500.00
Trust Fund	304.78
Gifts,Fines,Memorials,Donations,etc.	645.02
Interest	63.85
Copier	230.00
Capital Reserve for Parking Lot Project	4,500.00
Total Receipts	\$20,387.83

* For salary figures see Town Report DETAIL

STATEMENT under the heading of Libraries.

EXPENDITURES:

Books	\$ 6,222.65
Librarian's Material	305.40
Professional Development	472.58
Building Maintenance	1,210.00
Periodicals	543.23
Outreach	105.82
Major Equipment & Furnishings	1,567.00
Administration	619.53
Telephone	676.78
FICA	1,502.66
Copier	171.99
Computer	243.65
Total Expenditures	\$ 13,641.29

Balance on hand, January 1, 1996	\$ 6,746.54
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Respectfully submitted,

Richard Golden
Cynthia Davis
Cheryl Guilbert
Board of Trustees

REPORT OF THE BUILDING INSPECTOR

During 1995, the Building Department collected \$ 13,450.73 in permit fees and issued a total of 137 permits of which 9 were renewals. The following is a summary of permits issued in 1995:

Cistem	1
New Homes	11
Barns & Garages	17
Additions	16
Remodel Repair	39
Foundations	4
Decks	10
Commercial	5
Electrical	14
Mechanical	5
Plumbing	13
Inspections	244

Respectfully submitted,

Richard F. Hunsberger
Building Inspector

REPORT OF THE BARNSTEAD PLANNING BOARD

1995 continued to indicate decreased development activity in Barnstead as well as in many of the surrounding communities. Although the real estate market has shown some signs of a return to health, the high costs of subdividing property, together with a high tax rate and the continued unsureness of the economy has resulted in fewer applications being submitted to the Planning Board.

Site plan reviews for new business in Town
Minor lot line adjustments
Minor subdivision
Major subdivision

Planning Board members continue to struggle with the issues of fairness and cost of following subdivision regulations that are applied to local residents who would like to give a parcel of land to a family member versus a developer who has a profit motive. Unfortunately, rules must be applied equally to all applicants. The additional demands of town services (school, fire, police, roads, bridges, etc) continues to be a concern of the board. Development and subdivision are very complex factual and emotional issues. Each new house results in badly needed tax revenue and each new child in the school system results in additional demands on that revenue. On average, ironically, all property taxes go up when a new house is built and a family moves in with one or more school age children. Barnstead has many large parcels of land. Development of just one of these parcels could have dire consequences for our school and result in another increase in property taxes.

The lack of a viable Capital Improvements Program and our inability to establish an "impact fee" system on developers continues to be problems that have the potential of effecting all property taxpayers. Sound and well founded planning is a critical part of getting taxes down to a manageable level.

During 1996, the Planning Board will be researching ways to attract and keep quality businesses in our community as well as methods of simplifying and streamlining the various subdivision regulations that have been adopted by the town.

The Planning Board is indebted to Diane Wood for her dedicated efforts recording, transcribing and distributing minutes, correspondence and office work and to Brett Tiede for the countless hours that he has spent advising, researching and helping us do a better job.

Respectfully submitted,

David F. Murley, Chairman
Steve Bell, Vice-Chairman
William Evans, Secretary
Brett H. Tiede, Selectman

David Foss
James Kallgren
Robert S Simpson

REPORT OF THE CONSERVATION COMMISSION

In 1995, the Barnstead Conservation Commission set in motion plans to develop a map of the town which will delineate various resources through overlays. This project is ongoing. The Commission also provided funds which allowed two students to attend Conservation Camp at Bear Brook State Park.

1996 plans include a land acquisition program with the intent of expending funds which were set aside for that purpose through the land use change tax. Other projects will address a natural resource inventory on selected properties managed by the Commission, a management plan which will begin a natural resource inventory on all town owned land managed by the commission, and the drafting of a management plan for the newly acquired LCIP property on Suncook Pond.

The Commission regretfully accepted the resignation of Bill Evans who was the chairperson for many years. His participation on the Commission will be missed.

As always, the Barnstead Conservation Commission meets the first Wednesday of each month at the Oscar Foss Memorial Library. All meetings are open to the public.

Respectfully submitted,

Ed Tasker, Acting Chairman
Sally Cook, Secretary
Kevin Riel

Holly Bickford
William Carpenter
Jim Fougere

TREASURER'S REPORT

BALANCE ON HAND 1/1/95	28,761.05
Total Credits	491.24
Total Expenses	150.00
BALANCE 12/31/95	29,102.29

Respectfully submitted,

Edward Tasker, Treasurer

REPORT OF TOWN FOREST FIRE WARDEN AND STATE FOREST RANGER

In calendar year 1995, our three leading causes of fires were Children, Non-Permit fires not properly extinguished and Smoking Materials.

Violations of RSA 224:27 II, the fire permit law and the other burning laws of the State of New Hampshire, are misdemeanors punishable by fines of up to \$2,000 and/or a year in jail. Violators are also liable for all fire suppression costs.

To aid your Forest Fire Warden, Fire Department and State Forest Fire Officials, contact your local Warden or Fire Department to find out if a permit is required. This also helps to prevent unnecessary response to a controlled burn.

FOREST FIRE STATISTICS - 1995 Reported Fires

<u>By Forest Rangers</u>		<u>By County</u>	
# for Cost Share	465	Belknap	11
Acres Burned	437	Carroll	50
Suppression Cost	\$147,000 +	Cheshire	39
		Coos	17
<u>By Lookout Towers</u>	555	Grafton	26
		Hillsborough	71
Visitors to Towers	26,165	Merrimack	49

Local communities and the State share the cost of suppression on a 50/50 basis. The State of New Hampshire operates 15 fire towers, 2 mobile patrols and 3 contract aircraft patrols. This early detection and reports from citizens aid the quick response from local fire departments.

Lee Gardner	Roscoe W Tasker
Forest Ranger	Forest Fire Warden

ROADS AND BRIDGES COMMITTEE

The Roads and Bridges Committee became inactive during 1995. Because of difficulties in having sufficient attendance at meetings to have a quorum, a decision to suspend activities was made. The committee had decided to try to operate using a rotating chairperson ie. a different member would serve as chairperson each month because no member felt that he would be able to devote the required time to chairing the group on a full time basis. The majority of members believed that the purpose of the committee was valid and that the group did have some degree of success and impact in it's first two years. However until there is sufficient interest and initiative to foster participation, this committee intends to remain inactive.

Respectfully submitted,

Ferd Boosting

Terry Finch

Fred Goodrich

Arnold Hayes

Harold Miner, Road Agent

G Russell Krause

Harold Piercey

Roscoe Tasker

Brett Tiede, Selectman

Carol Tiede

Larry Vail

Ed Young

STATE REPRESENTATIVES' REPORTS

Belknap County, District #5

Towns of Alton, Barnstead & Gilmanton

To the voters of District #5:

The 1995 session convened in January of 1995 and ended in September of 1995. House bills, Senate bills, resolutions and CACRs totaled in number of 632.

There are 20 committees addressing all proposed legislation for each session. As a member of the Municipal and County Government Committee with assignment to over 80 bills, I find my time well scheduled; however, legislation assigned to other committees relating to the interest of my constituents is considered with a card stipulating support or non-support of the particular piece of legislation. The intense study and consideration of proposed legislation in committee reflects in the action of the vote from the full body of the House members.

The town meetings for 1996 will address the ballot bill, the final draft by the Senate and passed as enabling legislation, allowing the governing body of the town to adopt the legislation or exercise the established action previously used for the budget process.

Full attendance to all committee hearings, as well as final House action, was marred by the onset of my health problems. In healthy attendance, my goal was to represent you, the voters, at the highest level of consideration in legislation that would have effect on the well-being of the town and state presently and in the days forthcoming.

Phone calls are welcomed and requests for copies of legislation gladly accepted (269-5511). It has been my extreme pleasure to have served the citizens of Alton, Barnstead, and Gilmanton in the 1995 session and embrace the pledge to serve you as well in the 1996 session.

Respectfully submitted,

Paul A. Golden

Phone 269-5511

1995 brought the beginnings of change in several important places. The thirty year old, 85 bed Belknap County Nursing Home will be replaced by a 94 bed facility. Because of the change in types of patients (older and sicker) and broader, safer regulations federally, as well as the age of the building, this was necessary. Part of the old building (kitchen, laundry, heating plant and recreation area) can be renovated and used. Less than one third of the cost will be borne by the county tax payers. The rest of the old building (17,000 sq.ft.) can be reorganized to house the Sheriff's Dept and the Cooperative Extension Service.

Lakefront owners and users will probably find a major change in Wetlands permitting this summer. Because of many problems, it is important to revamp wetlands and related programs. A bill now in the House will transfer authority to the Dept of Environmental Services.

Everyone can be encouraged that the abundance of natural snow early in December bodes well for the debt service obligation at Gunstock. More trails are opened, more night skiing , along with very successful summer activities have really enhanced annual income.

We are pleased to be able to have had some part in these changes and look forward to serving you again this year.

Respectfully submitted,

Rep Linda Ann Smith
Rep Gordon E Bartlett
Rep Alice S Ziegra

**MARRIAGES REGISTERED IN THE
TOWN OF BARNSTEAD, NEW HAMPSHIRE
FOR THE YEAR ENDING DECEMBER 31, 1995**

Date of Marriage	Place of Marriage	Name/Surname of Groom & Bride	Residence
01-14	Center	Robert V Puglia	Ctr Barnstead
	Barnstead	Geraldine B Steeves	Ctr Barnstead
02-11	Deerfield	David L True	Ctr Barnstead
		Brenda Joyce Brown	Greenland
02-18	Barnstead	John C Baas III	Barnstead
		Karen H Hunt	Barnstead
02-18	Concord	William D Gagnon	Jaffrey
		Lisa J Genest	Barnstead
02-18	Bow	James S Jennis	Ctr Barnstead
		Joy A Mulcahy	Ctr Barnstead
03-25	Barnstead	Henry J Flanders	Barnstead
		Vera L White	Barnstead
05-06	Loudon	Donald E Heath	Barnstead
		Gloria A Gray	Loudon
06-10	Laconia	William H Corson	Ctr Barnstead
		Susan L Thurston	Ctr Barnstead
06-24	Northfield	David R Vachon	Ctr Barnstead
		Stacey G Stevens	Ctr Barnstead
07-01	Barnstead	Steven P Soucy	Barnstead
		Tanya L Philbrick	Barnstead
07-08	Barnstead	Roger L Eastman	Ctr Barnstead
		Karen J HAnnaford	Ctr Barnstead
07-23	Barnstead	Michael J O'Halloran	Melrose,MA
		Kristin Ellis	Melrose,MA
08-12	Loudon	Mark A Carter	Ctr Barnstead
		Nicole M Hastings	Epsom
08-12	Barnstead	Alfred J Perez Sr	Barnstead
		May L Trusten	Barnstead
08-19	Center	Richard O Burley	Pittsfield
	Barnstead	Amy B Bousquet	Ctr Barnstead
08-24	Alton	Gordon J Brown	Alton
		Jeri-Anne Higgins	Ctr Barnstead
09-09	Woodstock	Dennis A Miner	Barnstead
		Lynn Carey	Gilmanton IW

09-30	Newton	Troy J Nelson Vicki L Silva	Ctr Barnstead Newton
10-07	Barnstead	Craig T Gardiner Jacquelyn P Ritchie	Huntington,NY Huntington,NY
10-07	Concord	Robert F Jursik Lisa C Breton	Ctr Barnstead Concord
11-18	Pittsfield	Carl E Stewart Donna L Hanson	Barnstead Barnstead
11-25	Center Barnstead	Alfred L Bickford Carla A Tillinghast	Ctr Barnstead Ctr Barnstead

BIRTHS REGISTERED IN THE TOWN OF BARNSTEAD NEW HAMPSHIRE FOR THE YEAR ENDING DECEMBER 31, 1994

Date of Birth	Place of Birth	Name of Child	Name of Father	Maiden Name of Mother
01-03	Manchester	Dylan James Gannon	Michael Sean Gannon	Jennifer Carlie Walkins
01-13	Lebanon	Devon Louise Hayes	Michael John Hayes	Patricia Jane Kenney
01-19	Nashua	Kevin Joseph Knowles	Joseph Louis Knowles	Robin Sue Littlefield
01-19	Nashua	Katherine Laura Louise Knowles	Joseph Louis Knowles	Robin Sue Littlefield
01-24	Concord	Emily Kallgren	James Philip Kallgren	Sally Nelson
01-30	Concord	Jonathan Christopher Olson	Ronald John Olson	Brenda Elizabeth Lee
02-03	Concord	Travis James Randall	William James Randall	Katherine Marie Stubbs
02-24	Concord	Michael Armand Foote, Jr	Michael Armand Foote	Ann Marie Bamford
03-23	Rochester	Lauren Mae Burkhardt	Melvin Walter Burkhardt, Jr	Katherine Louise Foote
04-01	Laconia	Douglas Arthur Redman	Douglas Arthur Redman	Suzette Marie Cadieux
04-12	Concord	Hannah Tegan Archibald	Peter Ellis Archibald, Jr	Liisa Reiman
04-17	Concord	Cody James Driscoll	Richard James Driscoll	Paula Ann Nickerson
05-05	Concord	Alexa Nicole Hingston	Mark Richard Hingston	Leslie Delores Hingston
05-06	Concord	Kimberly Anne Martin	Jonathan Wayne Martin	Maryanne Helen Gardner
05-12	Concord	Megan Nicole Hanscom	Alan Gregory Hanscom	Lisa Gay Fogg
05-13	Manchester	Anthony Ryan Dorn	Douglas Michael Dorn	Tracy Michelle Dorn
05-20	Concord	Hannah Smith Debold	Richard Wayne Debold	Faith Ann Weldon
05-27	Laconia	Xyelle Overton Gabriella McKean Lewis	Greg Mathewson Lewis	Karen Lee Schacht McKean Lewis
06-09	Concord	Leeann Belle Rollins	Leon Selden Rollins	Alicia Renee Mahon
06-14	Concord	Donald David Kashulines	David Martin Kashulines	Dianna Whitney

07-03	Lebanon	Alexander Scott Hunton	George William Hunton	Linda Mae Pease
07-03	Lebanon	Benjamin Eric Hunton	George William Hunton	Linda Mae Pease
07-05	Concord	Mark Anthony McCormack	David Anthony McCormack	Donna Marie Ehrhardt
08-05	Concord	Alexis Rachel Strong	James Arthur Strong	Dianne Lynn Moore
08-08	Concord	Juliana Locke Emerson	Roger Burke Emerson	Margaret Jean Locke
08-09	Concord	Tyler William Brooks	Wayne Phillips Brooks	Phyllis Elaine Leithead
08-25	Exeter	Miranda Ann Mulcahy	Shawn Adrian Mulcahy	Stacy Luann Shaw
09-02	New London	Sahara Jordan Brown	Randy John Brown	Pamela Jeanne Rock
09-09	Concord	Jeffrey Judson Bousquet, Jr	Jeffrey Judson Bousquet	Staci Lynn Clark
09-13	Concord	Nicole Alveda Rott	Nicholas Christopher Rott	Linda Gertrude Houle
10-22	New London	Bryan Joseph Jones	Joseph Stephen Jones	Maureen Renee Martineau
10-22	New London	Brianna Celia Jones	Joseph Stephen Jones	Maureen Renee Martineau
11-06	Concord	Paige Allyson Wilson	Martin Oliver Wilson	Arlene Jo Douglass
11-18	Concord	Douglas Eric Sandin	Douglas Eugene Sandin	Victoria Marie Laroche
12-17	Concord	Seth Thomas Gosse	Thomas Arthur Gosse	Allison Jean Burritt
12-23	Concord	Matthew John McGinnis	Donald Edward McGinnis	Gail Gonsalves
12-26	Concord	Travis George Riel	Kevin Warren Riel	Deborah Ann Sweet
12-27	Concord	Jay Cote Mousseau	Joel Stone Mousseau	Deborah Ann Bergeron
12-28	Concord	Katheryn Bea Nelson	John Scott Nelson	Gail Marie Webster

DEATHS REGISTERED IN THE TOWN OF BARNSTEAD NEW HAMPSHIRE FOR THE YEAR ENDING DECEMBER 31, 1995

Date of Death	Place of Death	Name and Surname of Deceased	Age	Name of Father	Name of Mother
01-20	Ctr Barnstead	Judson Sanderson	88	Lynn J Sanderson	Myria McKay
01-22	Barnstead	Wilbur R Foss	78	William Foss	Grace Drake
01-28	Epsom	Ivo P French	89	John French	Mary Pearl
03-03	Barnstead	Pearl E Holmes	65	Donald E McEachern	Sara G McIntire
03-04	Concord	Rodney E Harrington	51	Frank W Harrington	Beatrice Carpenter
03-17	Epsom	Madeline Emerson	89	Charles Jenkins	Lilla Foss
04-19	Epsom	Frances May Gove	92	Fred Hankin	Betty Valliere
04-13	Ctr Barnstead	Martha C Stock	92	Hamilton M Henry	Cora C Russell
05-10	Concord	Louis J Andrews	78	Louis A Andrews	Margaret Pisani
06-18	Wolfeboro	Violet M Locke	86	Albert Gray	Bessie Brown
06-29	Ctr Barnstead	Gerald S Gagne	70	Louis Gagne	Antoinette Boisvert
07-07	Manchester	Robert L Hyman	77	David Hyman	Ida Brown
07-15	Concord	William W Crossett Sr	78	Ernest Crossett	Mildred Dow
08-04	Concord	Rita C Cuniff	78	Joseph Ferrara	Rose Peluso
08-05	Barnstead	Gabriella Ruder	86	Theodore Botzok	Julia Cimean
08-13	Concord	Elizabeth T Kraft	75	Owen F Donovan	Anna C Rooney
08-22	Barnstead	Ethel M Mielke	87	George Livesley	Ethel Webb
08-31	Wolfeboro	Edith A Berry	92	Carl S Anderson	Hilda Larson
09-30	Concord	Velvet L Artesi	30	Armand Leroux	Carol Hart
11-03	Barnstead	John J Kraft	75	William Kraft	Louise Brooker
12-07	Ctr Barnstead	Deane C Soule	58	Herman Soule	Doris Jeffery
12-15	Ctr Barnstead	William Redd	69	Herbert Redd	Elizabeth Weems
12-19	North Conway	Marion E Sanborn	84	Forrest Perkins	Hazel Bootby

Town of Barnstead

Emergency Services in
Transition

Review and Recommendations

Prepared by
Municipal Resources, Inc.
25 Beacon Street East
Laconia, New Hampshire 03246
(603) 528-0233



Dear Mr. Gosse:

I am pleased to transmit 10 copies of our report entitled "Town of Barnstead, Emergency Services In Transition, Review and Recommendations".

Our communities, indeed our nation, owe a great debt to the volunteer men and women who provide emergency services in most of the land area of our country. In fact, whether we are corporate presidents or bus drivers, if we need emergency services as we travel this country, our lives are usually in the hands of committed and capable volunteers.

Barnstead is no exception to this great tradition.

During this past year, your Board as well as citizens committed to ensure that Barnstead's emergency services conform with NH law and provide a strong foundation for building for the future worked diligently to arrive at agreement on a difficult and complicated set of issues.

The development of this report paralleled much of this effort. Hopefully, our activities were timed to assist in and guide the constructive decision process, as well as provide advice as to building a combined department which will conform with state law, and be positioned to provide expert and cost effective emergency services well into the future.

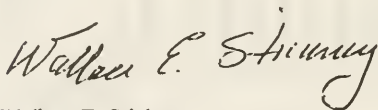
We are pleased to report that, as far as informed sources can determine at this time, the organizational structure adopted at last year's Town meeting, and the follow-up agreements worked out to implement the vote will enable the Town to conform with State requirements.

This report contains several recommendations relative to the operational and administrative needs of the new organization which, if followed, will ensure that Barnstead's emergency services will combine the best in conformance with the law and the flexibility and efficiency inherent in committed volunteer organizations. It is presented in summary form with the recommendations immediately following a summary of the key issues, to ensure brevity and clarity.

We wish to take special notice of the cooperation and assistance of all with whom we met and talked during the preparation of this study. The issues were sometimes difficult but the citizens with whom we talked never were!

If you have any questions, please let me know.

Sincerely,

A handwritten signature in cursive script that reads "Wallace E. Stickney". The signature is written in dark ink and is positioned above the printed name.

Wallace E. Stickney

WES/jml

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I. Introduction

The Town of Barnstead, located in Belknap County, is home to 3,200 citizens. The Town covers approximately 42 square miles and is primarily residential, with some commercial and industrial property. Emergency services are currently provided by four (4) separate emergency organizations. These services include Center Barnstead and Barnstead Parade Fire Departments, Barnstead Rescue, and Care Plus Ambulance, a private, for profit company. Except for concerns expressed by the Barnstead Rescue toward the private ambulance company, Care Plus Ambulance will not be discussed in this report.

The purpose of this report is to ensure that Barnstead's emergency services are provided by a unified organization that maintains its independent status to the maximum extent possible under New Hampshire law. This shall be accomplished while assuring appropriate coverage for the Town, efficient utilization of existing and new equipment and facilities, and fiscal efficiency and financial accountability with funding provided by the Town through contract.

Our initial visit to all emergency organizations in the community has shown us that the departments are reasonably equipped and the personnel are dedicated and committed. The strength of all emergency departments in the Town of Barnstead lies within the personnel of these respective departments. It was apparent that the merger process is taking its toll on most, if not all members, due to the length and debate of this process. It must be noted that we received the utmost in courtesy and cooperation from all members of all departments. Many personnel were quite frank in their assessment of the current problems and this helped us greatly in our assessment.

The process of unification of the Town's emergency services began in 1990. This process progressed slowly until 1994, when citizens voted to establish a town-wide fire department. The process continued and elections were held for positions in the new organization. It would appear that the problems surrounding the merger started at this point.

It is the opinion of the Town Fire Chief that although the new, proposed fire department shall be independent (private), certification by the State Fire Marshal as a private fire company is not required. This requirement is waved because the decision to use private fire companies was done by a town meeting vote, thus creating a quasi-municipal department, and eliminating the need for certification.

Our research has shown the chief's assessment to be correct. According to RSA 154:1, IV, the Town Meeting vote of last year met the requirements pertaining to private fire companies. Having been approved by the votes in warrant article form, the creation of the Barnstead Fire-Rescue, Inc. does not require certification as a private fire department by the State Fire Marshal.

We have been able to identify several problem areas, areas needing correction, areas needing improvement, or areas that need to be considered. These will be listed by order of priority with a recommendation and/or proposed solution also being offered where appropriate. As each section is outlined and reviewed, the specific recommendations will be listed in that same section.

II. Merging All Departments into One Organization

We have reviewed the proposed reorganization of the emergency services in Barnstead into one department, and the creation of Barnstead Fire-Rescue, Inc. We feel this is the number one issue facing the departments today. Even considering the fact that the vote to accept the Articles of Agreement has been taken and the companies have agreed to become one department, this is still the primary issue. The vote was only the first step toward unification of the emergency services in the Town into Barnstead Fire-Rescue, Inc.

During our interviews with several groups in the Town, it initially appeared that when the vote was taken, Center Barnstead Fire Department and Barnstead Rescue would vote for the merger, and Barnstead Parade might vote against the proposal. The Town needed to be prepared for this vote and the Selectmen needed to exhibit leadership and decisive decision-making to insure emergency services were maintained for the Town. They clearly and correctly recognized that the feelings of a few individuals could not be allowed to compromise the safety and protection of the Town residents.

It was our position that the Town needed to move forward with merger plans or face the nearly impossible task of state certification by the private companies. It was also the opinion of the three fire chiefs in Town that emergency services could have been maintained during the time the Parade Company could not/would not provide emergency services. Fire Chief George Krause informed us that he had spoken to all surrounding towns and they were prepared to offer whatever mutual aid was necessary if the Parade Company no longer provided service. The three chiefs also admitted that it would have been tough during the period of rebuilding, but it could have been done without compromising the safety and protection to the Town residents.

During our interview with Lakes Region Mutual Aid Chief Coordinator Norman Skantze, Chief Skantze shared the sentiments of the three chiefs that Barnstead would be protected in any event. Chief Skantze said his organization was prepared to offer whatever assistance was required, and reiterated that the neighboring towns were aware of the situation and were prepared to help Barnstead through a difficult period, if it became necessary. He said we were witnessing the epitome of mutual aid, where neighbor helps neighbor and towns help each other. The three chiefs should be commended for their foresight to develop an alternate plan in the rare event the Parade Company could no longer offer service to the community and the selectmen should be commended for providing firm policy guidance.

The interesting thing concerning the merger in all three emergency departments in the Town was the recognition that no one issue was insurmountable, and all agreed that the merger was necessary and inevitable. We viewed this attitude as a positive step toward unification and the merger vote. While the merger committee worked diligently toward the final draft of the Articles of Agreement, several issues posed by each group held up the formal vote.

We were very pleased to see the formal vote taken in October with an affirmative vote from all three companies. This is the first step in formally establishing the new, unified department. Fire Chief Krause, the men and women of all departments, and the merger committee are to be commended on their ability to look beyond their personal differences to do what is best for the citizens of the Town of Barnstead.

Recommendation #1: Now that the Articles of Agreement have been accepted by all companies and the merger is nearing completion, at least by formal vote, we recommend the Fire Chief take immediate steps to implement team building activities into the organization. It is obvious that some resentment and hard feeling may be lingering. It is also a known fact that even positive change is stressful, and many people would argue this process has not been positive, although the outcome will be. With this in mind, the chief must move forward, and foster an atmosphere of cooperation, mutual respect and team work. Once the process of team building begins, these feelings of negativism, unknowing and confusion will gradually subside.

Team building can be accomplished in many ways. These methods include:

- monthly officers' meetings
- monthly department meetings involving all personnel
- critiques of all major or complicated incidents
- actively seeking the input from personnel on key issues, procedures and directions
- involving personnel in department activities and programs
- open lines of communication
- standardization of badges and uniforms
- system of rewards and recognition
- maintaining the memory and tradition of the original fire companies

While team building in emergency departments is always an essential challenge, it is absolutely necessary during this period of transition and change. The organization is at its most vulnerable position once the merger becomes reality. Department members must be made to feel that they will have a role in the new organization.

Monthly officers' meetings will promote the exchange of ideas and more importantly, will allow the chief to disseminate information his officers need to do their jobs effectively. It will also provide a regular forum for the chief and his officers to discuss the issues currently facing the department. These meetings will also allow the personnel of the three companies to have their concerns heard through their company officers. This has the advantage of fostering the chain of command.

The officers' meeting and all other department meetings should have a prepared agenda with all items listed that will be discussed. The minutes of these meetings should be recorded and copies provided to every officer, and posted in all stations. This gives all department personnel the ability to learn what occurred at each meeting, especially if they could not attend. This also reduces rumors and tension because personnel will know exactly what is going on, and will eliminate the need some people have to speculate.

Monthly department meetings will allow the entire department to assemble at least once every month in a non-emergency setting. This meeting can be less formal than the officers' meeting, but can allow the chief to explain programs and policies, hear input and answer questions. This would be best accomplished, as would the officers' meetings, if the location was rotated between stations every month. One technique that may help this process is to request one company "sponsor" the meeting each month. The company could make sure the arrangements were made, including the preparation of coffee and the set-up of the room.

A critique is a valuable learning tool. Critiques of major incidents (building fires, motor vehicle accidents, codes etc.) should be scheduled within one week of the incident and announced to the entire department. Then, using constructive criticism as a guide, the incident should be reviewed in depth, with all major players being allowed to explain their function and role during the incident. The goal is to determine the "lessons learned," or more specifically, what did we do that went well and what did we do that we could do better. A critique should never be used to fix blame, or to point fingers at those involved. The critique must be conducted with a positive atmosphere and all people present must be allowed to express their feelings and opinions.

Actively seeking input from personnel on key issues, procedures and directions allows department members to feel that their opinion and knowledge is valuable and useful to the department. It allows the personnel to feel they are an integral member of the organization and can offer a significant contribution. Seeking input can be as simple as asking someone's opinion on installation of a suggestion box in each station or the formal establishment of a committee to handle a specific task or problem.

Along with seeking input, the Fire Chief must actively involve personnel in department activities and programs. To simply allow people to "belong" to the organization does not promote a team, nor team building. One way to involve personnel is through committees. Committees including Health and Safety, Fundraising, Activities and others to get different members involved in many aspects of the departments. The goal here is to get personnel involved in something. Everyone one can make a contribution and through this contribution they can feel they are part of the organization.

Lines of communication must be opened and maintained. This is critical as the new department moves forward. In order for personnel to feel they are part of the organization, and to reduce rumors to a manageable level, personnel need to know what is going on in the department. While verbal communication is the most common and quickest way to communicate, it is also the easiest to misunderstand, especially when repeated by other personnel. Essential communication should be prepared in memorandum format, with copies posted at both stations for all personnel to read.

In an effort to reach solidarity quickly, we recommend the Fire Chief take immediate steps to design and purchase new badges and identification for all members of the department. While this purchase may seem unnecessary to some, or even trivial to others, we see this as an opportunity for the Fire Chief to physically show all members they are part of the new organization in a very positive way. All members will actually receive a piece of the new organization. This will help promote the new organization and signal the beginning of a new era in emergency services in the Town of Barnstead. Other areas that can also assist in this regard include standardization of department uniforms and car plates.

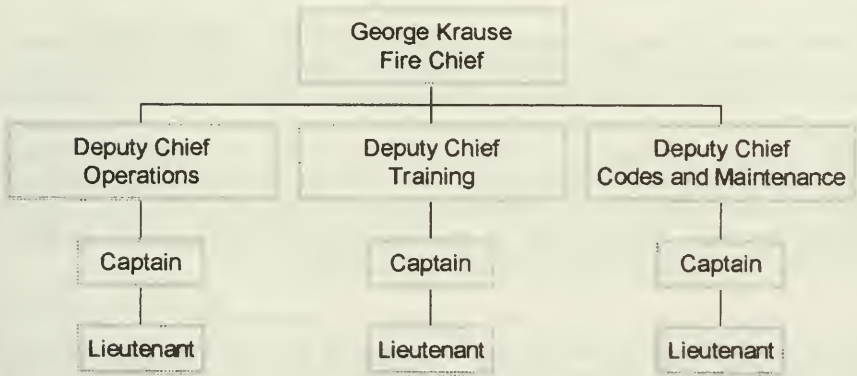
A system of rewards and recognition should be established. This system should be designed to create pride and self-esteem, and can range from a simple "thank you," to a formal presentation of a medal for lifesaving, or the annual fire fighter of the year award. The emphasis should be placed on recognizing individual and team achievements. This system does not have to elaborate, merely sincere and consistent.

As everyone in the department attempts to adjust to the transition of old to new, it is critical that the memory of the original organizations be preserved. Many department members have dedicated many years of their lives to these organizations and have great pride in their accomplishments. Here is a case where tradition should be remembered. This may be accomplished with a dedicated location and/or trophy case where memorabilia can be displayed and preserved for all those who come after us. The location is not as critical as the intent.

Recommendation # 2: The task facing the fire chief is enormous. We feel he has the capabilities and desire to do an excellent job--but he will need the support of all department members, the selectmen and the entire community. To this end, we recommend the fire chief be allowed to handle the operational activities of the new organization, while the President and the Board of Directors of the new organization assists him in the administration of the business aspects of the department.

Recommendation #3: We have included an organizational chart of the Barnstead Fire and Rescue Department. The chart was designed with the assistance of the Fire Chief to identify key personnel and their roles. The Fire Chief has identified the key roles for each of the three deputy fire chiefs. These include training, operations and codes/maintenance. We believe that each role is critical and agree with the chief's assignment of these duties. We recommend copies be provided to all personnel, and the chart explained at a department meeting.

Barnstead Fire-Rescue, Inc.



Recommendation #4: The department should develop a mission statement. Every organization, regardless of its size or function, needs a clear definition of what they do and what they hope to accomplish. As a guide, we have developed the following sample mission statement:

The mission of the Barnstead Fire-Rescue Inc. is to provide the highest level of service to protect life, property and the environment through efficient and effective response to ALL calls for assistance including fire, medical, rescue and hazardous materials emergencies and other natural and man-made disasters, that are delivered 24 hours a day by highly trained volunteers who serve with excellence, dedication and pride.

III. Articles of Agreement for Merger

We have reviewed the final copy of the Articles of Agreement that all companies voted for in October. It is obvious that a significant amount of time was devoted into the creation of this document, with many items reached through compromise and debate. The majority of the items will assist the new organization as it develops and grows. Although some items may be restrictive in terms of limiting management options, we realize that these items were necessary to insure passage of the merger proposal. Nothing contained in this document should prevent the organization from meeting its goals and providing quality service to the citizens of Barnstead.

IV. Training

Training is currently done in a haphazard manner as time allows. A formal program has not been established. Each group meets on a regular basis, sometimes weekly, but the majority of time is allocated to vehicle and building maintenance and projects. This use of time has resulted in savings to the companies because of the in-house repairs. The problem arises when training is not completed. Training is basically now limited to Certified Firefighter programs sponsored at other departments. One opinion at the Parade station is the time spent on repairs is also considered training because it allows personnel to be more familiar with the apparatus. While this may be true, specific, documented training is not being conducted. The record keeping for training was non-existent.

In the litigious society we live in today, organizations must do whatever is necessary to protect their liability and the personal liability exposure of their personnel. The simple fact that an organization is volunteer is no longer adequate reason why it should not or could not be sued in court. Unfortunately, volunteer fire departments have been successfully sued in court throughout the nation.

Recommendation #1: A formal training program needs to be established for all members of the department. This training should be scheduled on a regular basis to insure everyone with basic level skills remain proficient. All training must be documented and maintained in the department files. In today's world, a bull session sitting on the front bumper of the engine is not training. All training sessions should follow a formal schedule and include a lesson plan, class objectives, didactic or manipulative training, and the signatures of all who attended. Personnel receiving specific training for the first time should also be tested with a simple test.

It is understood that this recommendation will put an enormous burden on the Fire Chief and his staff. Consideration should be given by the Selectmen to provide funding for part-time clerical assistance. Additional funding should also be considered in future budgets to allow for additional diversified training. This training should include the many aspects of technical rescue.

Recommendation #2: The department must take steps to insure all personnel receive training that will enable them to perform in a safe and effective manner during emergencies caused by or related to the technology of today and tomorrow, specifically hazardous materials. The department should make immediate use of federal funding for fire department training. These funds are currently available from a HMTUSA Grant and may be accessed through New Hampshire Fire Standards and Training. This grant will pay the entire cost of several training programs for local fire departments. These programs include the following:

- a. 16-hour Incident Command Course
- b. 8-hour Hazardous Materials Awareness for First Responders Course
- c. 16-hour Hazardous Materials Operations for First Responders Course

We recommend the department participate in all three courses as soon as possible. When you consider that OSHA Standard 1910.120, Worker Protection Standards for Hazardous Waste Operations and Emergency Response, requires the establishment of incident command at all hazardous materials emergencies, and NFPA Standard 1500 recommends the implementation of incident command at all emergencies, this training can not be completed soon enough.

In the organizational chart of the new (merged) department, Chief Krause informed us that one of the three Deputy Chiefs would be assigned the responsibility as Training Officer. This person would be responsible for managing the training of all personnel in the department, and insure everyone received the necessary training. Obviously, the training needs of all personnel are not the same, especially when EMS is involved.

Recommendation #3: We recommend the Fire Chief assign a training officer as soon as possible. This person should be a New Hampshire State Certified Fire Instructor or

complete the course as soon as possible. An EMS training coordinator should also be appointed by the Fire Chief.

V. Apparatus

The departments currently maintain separate fleets and perform the apparatus maintenance independently. Most of the maintenance is done in house by members of the department. While most apparatus has been in service for many years, the fleet remains in remarkably good condition. This is a testament to the personnel of the respective departments who take a personal interest and pride in the maintenance of the fleet.

Currently, each station has two pumpers, one tanker, one rescue and one forestry truck. The newest pumper in each station was purchased in 1979, making them each 16 years old. The standard practice throughout the nation is to replace a pumper after twenty years of service. This practice is based on the fact that the vehicle has seen much greater use than the odometer will indicate. Consideration must be given to idling and pumping time of these vehicles. A pumper may travel two miles in four minutes and then pump for three hours. A twenty year replacement practice is also valid when you consider the technical advances and safety improvements made during that time frame. Newer fire apparatus are also being manufactured with diesel engines, air brakes, and automatic transmissions, all necessary components of a fire apparatus operating today.

Recommendation #1: When the new (merged) department becomes official, we recommend the new department maintain one Class A pumper, one pumper/tanker, one brush/forestry truck and a rescue in each of the two stations. This protection is more than adequate for the size and population of Town. Additional equipment then becomes redundant and costly without providing a significant contribution to the fire protection of the Town. As the fleet is allowed to grow, it becomes a case of who has the most trucks. The exception to this is one additional pumper should be maintained to serve in a reserve capacity, in the event one of the two front line pumpers must be out of service for maintenance or repairs, or in the rare instance of an accident.

To eliminate confusion through interpretation, we will provide our definition of the apparatus listed above in Recommendation #1:

Pumper: The pumper is the primary structural attack fire apparatus. This vehicle has a minimum of a 1000 GPM pump and a water tank of at least 500 gallons. This vehicle carries sufficient hose for attack and supply, appropriate hand tools, air packs, fans and extinguishers. This vehicle should comply with NFPA 1901, Standard for Pumper Fire Apparatus. Typically, this is the first fire apparatus to respond to a fire call.

Pumper/tanker: A pumper/tanker has the same characteristics of a pumper except it has a much larger water tank, usually 1500 gallons or more. The advantage of this type of unit is it can be used as an attack truck if necessary, or just as a tanker in a rural water shuttle

effort. This vehicle would respond to major emergencies when additional resources are needed. The vehicle should comply with NFPA 1903, Standard for Mobile Water Supply Fire Apparatus.

Brush/forestry truck: This is a specialized unit, typically much smaller than a standard pumper, that has all-wheel drive capability and can handle off-road terrain. These vehicles usually have a small water tank and pump and can use “pump and roll” tactics during a woodland’s fire. These trucks can eliminate the necessity of hauling hose lines through the woods.

Rescue: A rescue is also a specialized unit, designed to carry equipment and serve in a support capacity at the scene, or handle a medical call without the response of other fire apparatus. This vehicle does not have the capacity to transport an injured patient to a hospital. These vehicles typically carry medical equipment, specific to the level of personnel certification, extrication equipment, lighting equipment, and other technical rescue gear including water rescue suits, ropes, and a stokes litter.

Recommendation #2: The Parade Department is currently considering the replacement of the 1973 pumper. While this pumper is needed, we strongly recommend the purchase of this vehicle be placed on hold until the merger is complete and the new organization is officially established. Considering this vehicle will serve the organization for at least twenty years, it is critical that the purchase not be allowed to be pushed through before the merger is complete and the new department is official. This would be one of many first steps needed to insure a smooth transition, and more importantly, consistency in equipment. We also recommend all vehicles being replaced be traded-in as part of the apparatus purchase deal. This will insure outdated vehicles are not retained by the department.

Recommendation #3: When the pumper is purchased, we recommend a commercial chassis with a completely enclosed, four door cab, with seating for at least four personnel, including the driver. The enclosed cab allows all emergency responders to ride inside, seated with a seat belt in place. The vehicle should have a minimum of a 1,000 gallon water tank and at least a 1250 GPM pump. The pumper should be powered by an appropriate diesel engine and an automatic transmission. A foam proportioning system with at least a 25 gallon foam tank should also be considered. As a safety consideration, automatic tire chains and scotchlight stripping should also be considered. All new pumpers should comply with NFPA 1901, Standard for Pumper Fire Apparatus. All future purchases of apparatus should consider consistency in the fleet when the specifications are prepared.

Recommendation #4: We have developed a Capital Improvement Plan (CIP) for the department with the assistance of the Fire Chief. The CIP is designed to address the capital or large dollar needs of the department for the next several years. The CIP normally addresses both apparatus and buildings, but in this case only apparatus is listed because the need for a new building should not be anticipated for the next twenty years. Although this CIP is very simple, it will insure adequate apparatus are available to serve the Town in the years to come. We recommend the Selectmen follow the CIP as closely as the Town budget will allow.

<u>Apparatus</u>	<u>Year</u>	<u>Replacement Date</u>	<u>Type of Vehicle</u>	<u>Cost</u>	<u>Annual</u>
24M2	1968	2000	Pumper	\$145,000	\$40,000
24M1	1979	2005	Pumper/tanker	\$175,000	
6M2	1979	2010	Pumper/tanker	\$185,000	
6X 1	1988	1998*	Rescue/ambulance	\$ 65,000	

* 6X1 is the primary medical response vehicle and accumulates many more miles than the remainder of the fleet. This vehicle should be replaced after ten years. Before this purchase is made, we recommend the Town determine their involvement in providing emergency medical services. Considering the committee recommended later in this report, this purchase could involve the acquisition of a transporting ambulance.

If the Town follows the proposed Capital Improvement Plan listed above, an estimated annual capital reserve of \$40,000 should be included in the annual budget each year for the next fifteen years. We also recommend the Town include a minimum of \$15,000 in the budget for equipment purchases listed in Section XV of this report.

Recommendation # 5: When funding is considered for the purchase of apparatus, we recommend the selectmen explore all the options available to the Town to finance the new equipment. While the traditional method of building a fund balance over several years until adequate funds are available will continue to work, there are now other alternatives that may be a better deal for the Town. Instead of keeping large amounts of cash in the bank in anticipation of a purchase, new apparatus may be purchased under a lease/purchase agreement, which all fire equipment manufacturers now offer. Under this concept, the cost of the vehicle is spread out over a number of years, which would be decided by the Town, and equal annual payments made, beginning with the delivery of the vehicle. The interest rates have been low and very competitive. Many fire equipment manufacturers offer lease/purchase programs directly.

Recommendation #6: When vehicles are scheduled for replacement, we recommend a committee be formed to develop specifications for the apparatus. Once these specifications are reviewed and approved by the chief, the specifications should be sent out to bid. When the bids are received and opened, the bid can be awarded to the lowest bidder that meets the specifications outlined. This will allow the department and Town to be sure they receive the apparatus they need at the most efficient price.

Recommendation #7: All apparatus maintenance should be coordinated by one person. This does not mean one person does all the work, nor that many people can not participate in the work. We recommend the chief appoint a deputy chief to oversee the apparatus maintenance. This person will be able to monitor all repairs, insure all necessary work is completed in a timely and consistent manner, and is cost efficient.

Recommendation #8: We recommend the maintenance of the apparatus be completed by an outside agency, as the budget allows. This facility should be selected based on price, ability to successfully perform work on large equipment and location of the business. This would free department personnel from taking time away from training and other essential activities to repair the vehicles. Minor repairs should still be handled in house, coordinated by the Deputy Chief in charge of maintenance.

VI. Facilities

a. Current Fire Stations: The Town is currently protected by two fire stations. The Center station was built in 1971 and is located on South Barnstead Road. The building has recently been upgraded, to include a Poseidon air compressor system and a propane fired radiant heating system. A break room and bunk area are also under construction on the second level, over the meeting room. This building appears to be in good shape, is fairly modern, is large enough to accommodate modern fire apparatus and should serve the Town for many years to come. Regular maintenance on the building must be continued, to insure the building is available to serve the Town for many years to come.

The Parade station is located on Parade Road and was built in 1988. This building is in excellent shape, with adequate space for apparatus and space for meetings and events. The building is also equipped with a kitchen, offices and a work shop. This building will serve the Town for many years to come. Regular maintenance will be required to keep the building in good shape.

b. Future needs and considerations: An area of concern arises when you place the two stations on a town map. The stations are within 2.5 miles of each other, in the Southern portion of the Town, while miles from the other populated areas of the Town. There are approximately five driving miles from the Center station to Locke Lake, where many homes are located.

VII. Staffing and Personnel

a. Attracting New Members: Once the new department is officially in business, a campaign for new members must be started. A successful volunteer organization is one that can maintain a balance of new members and veterans. The greatest challenge facing volunteer fire departments in the nation today is the lack of qualified people, especially during the day. Fewer people work in Town and of those who do, fewer employers are allowing them to leave to respond to an emergency call.

b. Retention of Existing Members: A concerted effort must be made to retain veteran members of the department. Experienced and trained personnel are hard to find and the department can not afford to lose anyone.

c. Morale: Morale was severely affected during the merger process. This was to be expected because even positive change causes stress to the average person. Now that the merger is complete, the department can move forward to correct this problem. Many of the recommendations made in Section One of this report will assist in this process. Everyone also must understand that morale can be improved, but it will not happen overnight. Like all things, it needs time.

Recommendation #1: The Fire Chief must make every effort to insure all personnel are welcomed into the new organization and insure all personnel are treated fairly by everyone in the organization. This may not be an easy task but one that is critical if the new department is to succeed. Strong feelings will exist for some time but can be handled in a positive manner. We recommend the Fire Chief hold several department meetings, where all members are invited and where the Chief can outline his plans for the department and the future. It is critical that personnel feel they have a role and place in the new organization and understand exactly what is going on.

Recommendation #2: Because of the Articles of Merger, all current department members will be allowed to participate in the new organization. While this is an acceptable practice, personnel can not be allowed to feel that because of this, they will have complete amnesty to promote their own agenda, cause turmoil, or lead dissension. This needs to be understood at the beginning. The Fire Chief must take a decisive role in limiting any attempts to undermine his authority or directives, and dealing appropriately with those who do.

VIII. Standard Operating Procedures

Standard Operating Procedures are written guidelines that outline how operations should be conducted, identify safety and other programs, and act as a reference book for all people of the department. SOP's eliminate guessing and indecision at the scene of emergency while also insuring consistency in all operations.

Currently, there are very few written SOP's used in the department. Most procedures are passed verbally to personnel. Although all SOP's must be written and distributed to all members of the department, they need not be lengthy nor complicated. They should simply state how things should be organized/handled or what is expected of everyone. If this can be accomplished on one page or less, this is sufficient. Each subject/topic should have its own page and be identified by name and number for ease in referencing.

Recommendation #1: We recommend written Standard Operating Procedures be developed and distributed to all personnel. This will eliminate guesswork at the scene of an emergency, because all personnel will know what is expected of them. The SOP's should include but are not limited to the following operational areas:

- general safety
- self contained breathing apparatus
- emergency vehicle operation
- emergency response
- use of protective clothing
- use of technical equipment, including cold water/ice rescue suits
- mutual aid
- infection control
- incident command
- personnel accountability on the emergency scene

Recommendation #2: As Standard Operating Procedures are developed, they should be prepared in written form and when approved by the chief, placed in each station for all personnel to review. Then at the monthly department meeting, they can be explained in detail.

Recommendation #3: Again, clerical support will be required and essential if this project is to be successful and be completed in a reasonable time frame. We strongly recommend the Selectmen consider the possibly of hiring a part-time secretary for the fire department to allow it to complete its mission. Many of the functions of the new organization will involve paper, data entry and information management, all of which will probably be impossible to accomplish without the proper level of clerical support.

IX. Response Procedures

a. Emergency Response: Currently, both stations are toned for all fire calls. This occasionally results in needless apparatus responding to a scene where they may not be needed. This practice could compromise the safety of the personnel and impact the liability of the organization and Town.

Recommendation #1: The response policy should be reviewed and a consistent policy developed. We recommend the policy of both stations responding to all calls be restricted to weekday, daytime hours. This is the period of time when help is the leanest and where the few responding personnel may all be needed. At other times, sufficient help should be available to allow the individual stations to handle “still” alarms. The exception to the rule should be that both stations and all companies respond to all reported building fires.

b. Apparatus Manning Policies: Currently, the two stations have separate and different apparatus manning policies. Center Barnstead waits for a full crew before responding and Barnstead Parade responds with a driver only, with all others going to the scene.

Recommendation #2: The policy of all others going to the scene can cause significant traffic congestion at the scene of the emergency, and compromise the response of additional apparatus. In addition, the more traffic you have responding to a scene, the greater the chance of an accident. We recommend the Fire Chief develop a manning policy that provides for a minimum crew to be assembled before the apparatus responds. In addition, except for Chief Officers, all personnel should respond to the station when an emergency call is announced. The exception to this rule would be if the emergency responder had to drive right by the emergency.

c. Run Cards: The Town has assigned Run Cards through Lakes Region Mutual Aid. The Run Cards correspond to the geographic areas of the Town. The run cards are designed to provide mutual aid fire companies for an emergency up to and including a 4th alarm. This should allow for a sufficient response for any building or emergency situation in Barnstead.

Recommendation #3: We recommend the Fire Chief review the Run Cards to insure they meet with his plan for the operation of the new organization as a single fire department.

d. Incident Command: Currently, several department members have been trained in the incident command system but it is not being used. The Incident Command System is a management tool that allows the on-scene commander to effectively manage his/her resources to handle the incident as efficiently and safely as possible. Incident Command provides for accountability of department personnel on the scene, a common language everyone can understand, control of radio communications and an organizational structure that can be expanded as the incident expands.

Recommendation #4: We recommend the department complete incident command training for all personnel as soon as possible. As this training is taking place, the Fire Chief and his senior staff should develop an appropriate incident command system that will work in Barnstead. This system should be based on the National Interagency Incident Management System (NIIMS) and/or the appropriate incident command system currently being used or endorsed in the Lakes Region Mutual Aid Association.

Recommendation #5: In order that the system function properly, and all department personnel learn how to use the system, we recommend that incident command be used on every emergency call in the Town. This includes medical emergencies. If the department waits to use incident command at “the big one,” they will be doomed for failure because no one will be used to operating under this system on a regular basis.

Recommendation #6: We also recommend the department purchase an economical set of incident command vests to help identify the key players when the system is used at the scene of an emergency. The use of command vests reduces the confusion at the scene of “who is in charge” and who is responsible for a specific function or area.

X. Hazard Assessment and ISO Rating

Being primarily residential, the Town’s greatest challenge will probably be from a residential structure fire. There are, however, several large buildings that also must be considered and protected. These buildings include the elementary school, Timco Corporation, and several churches and large homes.

Recommendation #1: All large buildings in the Town should be pre-planned. A pre-plan is a document that is prepared on a building that lists the following characteristics:

- building location, type and use
- building construction
- fire protection systems
- hazardous materials
- life hazard and occupancy load
- nearest water source
- general firefighting tactics specific to this building

Once this information is collected, a written pre-plan should be prepared and shared with all personnel. It then becomes a guide that can be used if there is ever a fire in this building. Theoretically, this will make the emergency operation safer and more efficient by eliminating guess work while the emergency is occurring.

The current Insurance Services Office (ISO) rating of the municipal fire defenses in the Town of Barnstead is 9, on a scale of 1 to 10. The rural character of the Town dictates the low score, and not the operation of the department. The ISO rating is used to set the fire insurance rates for that community. The ISO rating is dramatically affected by the number of paid firefighting personnel, a municipal water system with hydrants, a municipal fire alarm system and the location of the closest ladder company. It is apparent that there is little the Town and department could do to improve the rating, even if this action was desired. This should not be considered a problem for the Town or department.

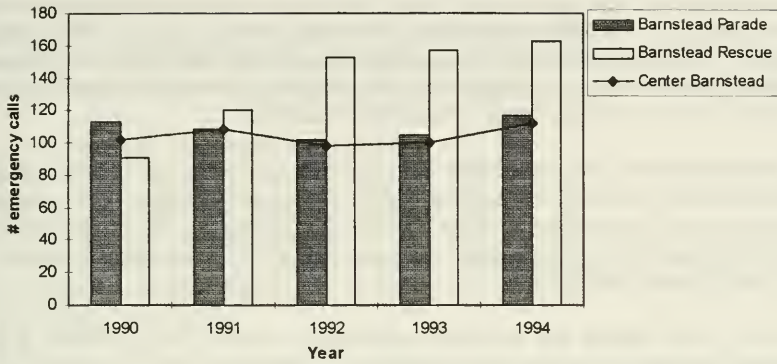
XI. Current Activity and Future Trends

The current trends show an increase in emergency calls, especially medical emergencies. Due to the increase in smoke detectors and public awareness, the number of actual building fires in the United States has decreased steadily for the past ten years. The other area of decline is in the number of available volunteers during the day. Fewer department members work in Town, and of those who do, many are not allowed to leave their job.

In reviewing the emergency calls for the past five years provided by Lakes Region, it is apparent that fire calls for the two fire companies have remained somewhat consistent while the medical calls have increased steadily each year. It is important to note that both fire companies usually responded to the same emergency scene in Barnstead, and each was given credit for the response. This is only mentioned so someone does not assume there were double the emergency calls than there actually were. This trend in emergency fire responses should be expected to continue.

During this five year period, medical emergencies have almost doubled. As the population increases and ages, you should expect this increase to continue. The vast majority of emergency calls in the coming years will be medical in nature. The graph shown below highlights the emergency response for all three companies in Barnstead from 1990 to 1994.

Barnstead Fire & Rescue



XII. Rescue and Ambulance service:

The Barnstead Rescue provides a unique and valuable service to the residents of Barnstead. This unit is responsible for the initial response to all medical emergencies in the town. Even though they will now be part of the Barnstead Fire-Rescue, Inc., they have specific requirements and areas of need. These areas include mandatory refresher training, State of New Hampshire certification, medical equipment, immunizations and infection control. The rescue personnel are well qualified, with several trained to the paramedic level.

Recommendation #1: The current contract with the private ambulance company will expire in one year. When the town prepares to seek bids for transport ambulance service, we recommend the members of the department rescue company be included in this process. The rescue members have outlined several problems that must be addressed by the selectmen before the next contract is signed, regardless of who is awarded the contract. While the decision on an ambulance company remains exclusively the domain of the selectmen, we feel the rescue personnel could offer an operational insight that only they could provide, and that the selectmen must be aware of. This information should prove invaluable to the selectmen. These issues include, but are not limited to:

1. on scene rescue crew input on where patients are transported
2. condition of contract ambulances, and immediate corrective actions
3. back-up ambulance coverage
4. equipment carried by contract ambulance
5. relationship with private ambulance crews

Recommendation #2: When the current ambulance contract expires, we also recommend the Town include municipal fire departments, such as the Town of Gilmanton, in the bidding process. It is our understanding that Gilmanton currently provides back-up service ambulance to the Town if the contracted service is not available, or if a second ambulance is required. Another option would be to form a cooperative district between Barnstead, Pittsfield and Gilmanton to offer ambulance service to the region. Each community could contribute a portion of the operating budget of the ambulance.

Recommendation #3: We recommend the selectmen appoint a blue ribbon committee comprised of the Fire Chief, representatives of the Rescue and members of the community to study the feasibility of Barnstead operating its own ambulance service and hiring two full time personnel to cover weekdays. We understand a similar concept was operated by the Center Company until 1988.

When the rescue budget and the private ambulance contract fee is analyzed, a town ambulance may prove to be a practical solution to the ambulance coverage problems. This option also gives the Town direct control over the ambulance operation and the vehicles and personnel used to respond to emergency calls in Barnstead. We recommend this committee make its formal report to the Selectmen before the current rescue truck is replaced, which is scheduled in the proposed Capital Improvement Plan for 1998.

XIII. Mutual Aid

The Town of Barnstead is a member of the Lakes Region Mutual Aid system. This system contains 33 member towns and has been in existence since the 1970's. Lakes Region also provides the dispatching for all emergency services in the Town. This system of dispatch is very effective and reliable. Lakes Region provides professional and quality dispatching service to the departments in the Town.

The Town currently relies upon the towns that share a contiguous border for immediate mutual aid. In order of response, the Towns of Gilmanton, Pittsfield, Alton and Strafford provide the majority of mutual aid to Barnstead. Gilmanton is usually called first, especially during the day, because they have a full time crew and can respond immediately.

Chief Skantze stated that he felt comfortable that the mutual aid was in place in the surrounding communities to assist Barnstead in all emergencies. Chief Skantze also said the by-laws of the mutual aid association require a town or community to provide at least a 750 GPM pumper for mutual aid. He said Barnstead has the apparatus to provide this service and can meet the requirements set forth in the by-laws, and still have apparatus in the stations to protect the Town.

XIV. Fire Prevention/Inspection/Investigation

One of the goals of the fire chief is to appoint one of the deputy chiefs in the new organization to oversee the fire prevention/code issues facing the department. Fire prevention is a critical function for any fire department, regardless of the size, and needs to be properly managed. The fire prevention program should include the following areas:

- public fire education in the elementary school
- enforcement of fire codes
- review of all proposed developments and buildings
- coordination with building inspector
- coordination with State Fire Marshal's Office for fire investigations and code problems
- fire inspection of major buildings and companies in Town
- coordination of pre-plans

The Town currently has a unique fire prevention code called the Fire Protection Code for Large Buildings. This code was adopted at Town Meeting several years ago. The purpose of the code was to require all large buildings or complexes to be divided into smaller compartments, or be protected by an automatic suppression system to allow the current fire department to handle an incident in these buildings. The current department is adequately equipped and staffed to handle the typical rural structure fire, which it occasionally encounters. A fire in a large, unprotected building would overwhelm the fire department, resulting in a large fire loss.

Without the large building code in place, other specialized fire suppression equipment may be needed in the Town. This specialized equipment could include an aerial ladder truck, additional tankers and more large diameter hose.

Recommendation #1: We recommend the Town maintain the Fire Protection Code for Large Buildings. The time to protect a building from fire is while it is being constructed. This is when it is easiest and most cost effective. Here, the builder or developer pays for the required increased fire protection, not the taxpayer of the community after the building is built. This concept also promotes a proactive approach to fire safety, which is always desirable.

XV. Health and Safety Issues

There are several issues that currently impact the health and safety of the personnel in the department. The majority of these items, although needed, are tied directly to the cost of the items and the lack of funding in the current budgets. We will list all items and then explain the significance of each.

- personal protective equipment (turnout gear)
- self-contained breathing apparatus (SCBA)
- personal alert safety system (PASS)
- portable radios
- health and safety committee
- rescue boat

The personal protective equipment at the Center Company, specifically turnout gear, can best be described as being in poor condition. The best gear in the department is privately owned by members who spent their own money to purchase this necessary equipment. While this action on the part of individuals is commendable, it does not allow the chief to have control over what his personnel are wearing. A firefighter without the proper protective equipment cannot effectively carry out the duties and responsibilities of a firefighter.

It would appear the Parade Company has made good progress in updating its turnout gear. Between 1988 and 1991, they have purchased twenty sets of astra suits, which is currently issued to the current members. The Rescue Company also appears to be adequately equipped in terms of turnout gear.

Recommendation #1: The purchase of appropriate personal protective equipment must be a department priority. We recommend a program be developed where several sets of gear can be replaced and upgraded each year. A complete set of gear includes a helmet, hood, coat, pants, boots and gloves. All equipment purchased should be in compliance with the NFPA standards on firefighter protective clothing, specifically NFPA 1971, Standard on Protective Clothing for Structural Fire Fighting. The primary focus should be on insuring all department members have one complete set of equipment in good condition, and then the replacement of old, outdated gear should begin. This program will obviously be a long term proposition, but it must be initiated soon.

The department currently does not have a sufficient number of self-contained breathing apparatus. Self-contained breathing apparatus (SCBA) is the single most important tool a fire fighter uses today. The proper maintenance, training and use of these units is critical. This is the one device that could mean the difference between life and death for the fire fighter.

Recommendation #2: We recommend the department develop a respiratory protection program that addresses selection, purchase, inspection, use, maintenance, training, and air quality testing. Specific areas of this program should include the following:

- sufficient SCBA to allow all personnel on the scene to wear SCBA if necessary. This will require the department to purchase several additional units.
- annual testing and inspection of all SCBA units. This should be completed by a person or company certified to work on the specific SCBA currently used by the department.
- all personnel certified in the use of SCBA at least annually.
- all new members trained and certified in the use of SCBA before being allowed to enter a hazardous atmosphere.
- all SCBA be open-circuit, positive pressure units and that comply with NFPA 1981, Standard on Open-Circuit Self-Contained Breathing Apparatus for Fire Fighters.
- this program should receive top priority, be adequately funded, and be administered by a Deputy Chief.

The department currently does not utilize personal alert safety system (PASS) devices. The PASS device is worn on their protective equipment when they enter a burning building. In the event they become injured and cannot call for help, the PASS device emits a high pitched tone to alert other fire personnel that someone is in distress and needs assistance. In the event the firefighter becomes unconscious, the device automatically activates.

Recommendation #3: We recommend the department purchase sufficient PASS devices to allow a PASS device to be attached to every self-contained breathing apparatus that the department currently uses. Once this is accomplished, future purchases of self contained breathing apparatus should include a PASS device.

The lack of portable radios is a problem currently facing the department. In the Center Company, the availability of portable radios is not adequate. Portable radios are very limited, with the Chief and Deputy owning their own radios. A portable radio is a tool of a modern fire department. It allows an incident commander to effectively manage his/her operation utilizing sector officers to fulfill critical jobs. Without radio communication, the successful and safe organization of an emergency scene is very difficult, if not impossible to accomplish. In the Parade and Rescue Companies, there appears to be a greater availability of portable radios, including all officers having their own radio.

Recommendation #4: We recommend the department begin a program to increase the number of portable radios in the department. We also realize that this is a costly option, but one that is quite necessary. If a program is designed to purchase a set number of radios each year, the goal of acquiring an adequate number of portable radios could be realized within a few years. When portable radios are purchased, we recommend consistency of similar operation and design be considered.

In order to accomplish the recommendation listed above, it will be necessary to determine the direction that the Mutual Aid Association is taking concerning radios and radio frequencies. This will help determine the number and type of portable radios to purchase when the programs is initiated. Chief Skantze has said the Mutual Aid Association is looking into upgrading their radio system to high band, from the current low band. If this occurs, it will necessitate the changing, upgrading and replacement of all department radios. We have also been told that a grant to being investigated to accomplish the work throughout the entire system.

If the awarding of the grant or the decision to change to high band radios is likely to occur in the near future (one year or less), it may be prudent to wait on the purchase of specific radios, but continue to plan for the purchase when a decision is made by mutual aid.

The department currently does not have a health and safety committee. The purpose of this committee is to identify safety problems, review reported safety concerns, conduct research, review all matters pertaining to health and safety within the fire department and offer suggestions and/or solutions to assist the fire chief in addressing these matters.

Recommendation #5: We recommend the fire chief appoint a health and safety committee. The membership of the group should include a representative from each company, one officer and a deputy chief. The deputy chief should serve as chairman of the committee. The committee should meet on a regular basis, whatever is practical for the committee members, but at least every six months. Written minutes should be prepared and available for all department members to review.

The health and safety committee should obtain a copy of NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, 1992 Edition. This standard can serve as a guideline for the committee, and help the members understand what their role should be. While it is not practical to think that the fire department will be able to comply with the standard in its entirety, a concerted effort should be made to comply with all items possible within the confines of the department's budget.

The current rescue boat is a 10-12 foot aluminum row boat with a small engine. While this boat provides minimal capabilities to effect a rescue, the safety of personnel using this equipment could be compromised. This boat was built for the purpose of pleasure (fishing, rowing etc.) and was designed to be used on fair weather days under stable conditions. Rescue situations involving water and/or ice usually occur at odd hours in bad weather. When the high number of lakes, ponds and rivers in Barnstead is considered, the possibility of a water rescue is very high. Locke Lake, Big and Small River, Sunk Pond and many other bodies of water all offer a considerable challenge to the fire department.

Recommendation #6: We recommend the department consider the replacement of the current rescue boat. This new boat should be designed for the purpose of rescue with the safety of emergency personnel and the victims taken into consideration. One type of boat that should be considered is the inflatable boat, equipped with an engine and trailer. These boats allow a minimal crew to maneuver the boat from land onto the water, and then to operate safely on water and/or ice.

XVI. Compensation

The members of Barnstead Fire-Rescue, Inc. are strictly volunteers. This means they receive no compensation for their services. In reviewing the practices of the surrounding Towns of Pittsfield, Gilmanston, Alton and New Durham, Barnstead is the only community where the emergency response personnel do not receive any compensation. Statewide, many fire departments currently offer some type of compensation to their personnel. Although volunteers claim they provide the service free-of-charge for their community because they care, it is no longer adequate for the Town to just say thank you to these dedicated individuals.

In the 1990's, when both parents work to make ends meet, or personnel work two jobs, it has become increasingly difficult to attract and maintain an all volunteer force. Years ago, community members could belong to the local fire department and respond to assist whenever there was an emergency call. These calls were rare and training was not required, other than basic pumping and equipment orientation. Accordingly, these people could manage their jobs, family and the fire department. Today, this is becoming much more difficult to do.

Recommendation #1: Consideration should be given to the compensation issue. We recommend the firefighters be compensated in a manner deemed appropriate by the Selectmen. This may be accomplished in several ways that will be outlined as follows:

Stipend: A stipend is an annual payment, paid once each year, usually near the holidays, as a token of appreciation for the services the emergency responder provided during the year. Stipends may range from \$250 to \$2,500 depending on rank and length of service. The primary advantage of the stipend is it is easy to administer and record. Paperwork is very minimal. The primary disadvantage is all personnel receive the same dollar amount, regardless of their actual time spent at the fire station during the year.

Hourly Pay: Hourly pay is paid to the firefighter for all hours worked for the department. Again, this can be accomplished in a number of ways including:

- pay for all hours worked
- pay for just emergency calls
- pay for training and emergency calls

If hourly pay is adopted, we recommend standard rates be established and a method of tracking the hours be developed. The advantage with hourly pay is the personnel who provide the most time to the department are paid the most money. This can be a very strong incentive to keep department personnel active. The disadvantage is the paperwork required to maintain payroll records.

XVII. Conclusion

During the several weeks we conducted research for the Town of Barnstead emergency services, we interviewed and spoke with many people. These groups included the Board of Selectmen, Town Fire Chief George Krause, Barnstead Parade Chief Roscoe Tasker, Center Barnstead Chief Shawn Mulcahy, the members of Center Barnstead Fire Department, Barnstead Parade Fire Department, Barnstead Rescue, Mutual Aid Chief Coordinator Norman Skantze, and State Fire Marshal Donald Bliss. As we have stated before, we received the utmost in cooperation from all personnel involved.

Now that the Articles of Agreement have been accepted by all companies, the process of unification can move forward and the department can focus on making a good organization great. As we stated before, the merger process has taken its toll on all members of the department and everyone is looking forward to the new era. While some reservations should be expected, the vast majority of department members are ready to work with the new chief and organization to improve a service they all believe in - protecting the citizens of Barnstead.

The department and the Town are fortunate to have a dedicated staff, the vast majority of whom shares a sincere desire to do what is right for the Town and their respective departments. This report, and the many recommendations contained within, should be viewed as a road map. We feel everyone knows what direction the department needs to head in. This report will act as the guide to assist the chief and the entire department to successfully reach this destination -- a destination where a unified department provides quality service to the Town as everyone prepares to enter the 21st Century.

